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Austria	DM22	Indonesia	Rs31.00
Belgium	DM650	Iceland	NIS3.50
Canada	CA1.00	Italy	L16.00
Cyprus	CA1.75	Japan	Yen 100
Egypt	EGP2.25	Lebanon	LL125.00
Denmark	DK1.00	Kuwait	Fr 100
Finland	Fr 1.50	Lux	LP748
France	Fr 12.50	Malta	ML1.00
Greece	Dr100	Morocco	Dr 6.00
Hong Kong	HK\$12	Netherlands	Fl 13.00
India	Rs15	Norway	Nkr10.00
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# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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## World News

## Business Summary

### Syria steps up Gulf peace initiative

Syria stepped up its diplomatic drive to resolve the Gulf conflict and prevent a new Iranian ground offensive against Iraq on the south-west front opposite Basra. Page 20

Meanwhile Iraq extended military service by four months to 28 months for all conscripts, including those already at the war front with Iraq. The decision followed reports that Iraq was massing tens of thousands of troops for a fresh offensive against Iraq.

**Stealth bomber delay**  
The first scheduled flight of the top-secret US Stealth bomber was postponed for four months - a delay that could cost the Government \$250-550m or more, the Los Angeles Times reported.

#### Boeing probe ordered

The US government ordered emergency inspection of a bolt on certain Boeing 737s after one lost an engine after taking off from Philadelphia last month. The bolt attaches the engine to the wing of about 1,000 737s in service worldwide, including about 420 in the US.

#### N-sub for India

The Soviet Union handed over a nuclear-powered submarine to India in a lease agreement that made India the second Asian nation after China with nuclear-powered warships in its fleet.

#### Hamadei hostage plea

Lebanese-born Abbas Ali Hamadei denied involvement in the kidnapping of two West Germans in Beirut at the start of his trial in Dusseldorf - and appealed for the release of one still being held hostage. Bonn spurs deal, Page 2

#### Finance chief held

The president of Norwegian finance company Midas was arrested and charged with 50 other people with violating foreign exchange laws following accusations that \$1.5m was illegally exported from Norway and loans worth \$100m were arranged but never paid out. Page 2

#### Easques detained

Police detained 11 French Basques suspected of harbouring separatist guerrillas in a series of raids in south-west France.

#### Farmers plan demos

West German farmers announced plans for nationwide protests against lower earnings and urged the Government to fight EC proposals to cut agricultural prices.

#### Spanish rail strike

Spanish railway workers called a one-day national strike for Friday after talks on manning levels broke down.

#### Salvador rebel attack

Three Salvadoran soldiers were killed when leftist guerrillas attacked an important frontier post on El Salvador's border with Honduras, the military said.

#### Colombian ceasefire

Colombia's main left-wing guerrilla group, the People's Revolutionary Army, and Forces of Colombia, promised to observe a unilateral ceasefire before and during local elections set for March - and to try and persuade other guerrilla movements to join in.

#### Spaceflight 'unsafe'

Two years after the Challenger space shuttle disaster, NASA still lacks the engineers, guidelines or leadership to ensure the safety of manned spaceflight, a report by safety experts said. Page 4

#### Dutch ozone pact

The Dutch Government signed an agreement with manufacturers to reduce the use of aerosol sprays blamed for damaging the earth's protective ozone layer.

#### UK and Kenya differ

Britain and Kenya agreed to differ over the merits of economic sanctions against South Africa. Page 3

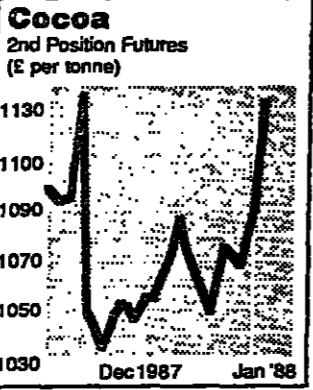
### Bush urges banks to write off more debt

Mr George Bush, US Vice-President, urged commercial banks to write-off part of their loans to developing countries in an effort to resolve the Third World debt crisis. Page 20

**PAN AMERICAN Satellite** of the US, which plans to set up the first competitive transatlantic telecommunications satellite service, has sent President Reagan to stop Cable & Wireless of the UK, expanding in the US until Britain opens its market. Page 20

**SEARS**, UK footwear group, increased its cash offer for mail order group Freemans, valuing it at \$471m (\$891m). Page 21

**COCOA PRICES** soared in London and New York on news that the International Cocoa Organisation is to hold an emergency



The Soviet Union yesterday ended a 70-year absence from international public bond markets when a state bank made a SF100m (\$77.8m) issue in Switzerland, its first public borrowing on Western capital markets since the 1917 revolution, writes Clare Pearson in London.

The borrower was the Bank for Foreign Trade, which handles the country's foreign financing needs. It was known until the turn of the year as the Bank for Foreign Trade, but changed its name as

part of a restructuring of the arguments was settled in 1986 when Britain and the Soviet Union reached an agreement on settlement of bond claims.

The resolution immediately raised the prospect that Moscow would tap the London-based Eurobond market. Yesterday's move to test the waters in Switzerland instead caused some surprise among international bank

analysts. The 10-year bond issue was lead-managed by Bank fuer

Switzerland and Aribank, two Swiss banks owned by West German

banks which have commercial links with Eastern bloc countries.

Swiss investors, though some small Swiss investors might be changing their view of the Soviet Union in the light of Gorbachev's glasnost policies, bankers said the bond was likely to be bought chiefly by institutions.

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was designed to reflect the perceived extra risk of lending money to a Soviet institution, its interest coupon is indicated at 5 per cent, which compares with about 4½ per cent which a top quality foreign name would currently expect to pay in Switzerland.

Final terms are not yet

finalised.

Though it appeared that there

had been no direct ban on issuing Soviet bonds in Switzerland, bankers said the UK dispute had been an important obstacle to making an international bond issue.

Though Moscow, Narodny

Bank has issued bonds in the

London-based Eurobond market,

it had been treated as an exception to the ban on Soviet borrowers because it is incorporated in the UK and is thus technically a British bank.

### Soviet Union goes publicly to market after 70 years

BY SIMON HOLBERTON IN LONDON AND JANET BUSH IN NEW YORK

THE DOLLAR was boosted to pre-Christmas levels and a strong recovery in share prices on world stock markets was underpinned yesterday by surprise gains from foreign exchange markets by European and North American central banks.

After a morning of relative strength for the dollar, central banks entered the market in the afternoon in a well-advertised and co-ordinated move. The purchases though not thought to be very large, were seen as a clear signal to speculators that they faced the possibility of large losses if they continued aggressive selling of the US currency.

Western creditors for long

ago had been embroiled in disputes over claims on pre-revolutionary Russia. The most important of such

losses was suffered by the US

dollar's strong rally in Japan and Europe. On Wall Street, the Dow Jones Industrial Average jumped 50 points in the first 15 minutes then slipped back to finish with a gain of 16.25 at 2031.6. US Treasury bonds gained a full percentage point immediately after the opening. The US Treasury's long bond closed up 3/4 to yield 10.25 per cent.

There was some concern on

Wall Street about whether the gains this week in equity and bond prices could be sustained.

The faster it goes up, the sooner it comes down, one dealer said.

European monetary officials said the central bank purchases were intended to create an atmosphere in which the currency markets

would be wary of selling the dollar for fear of central bank intervention.

The extent of the fall in the

dollar last week had been

simply "too much," one Euro-

pean central bank said.

Foreign exchange traders said

the intervention successfully

arrested the dollar's slide.

Although few thought the

medium-term outlook for the US

currency was bright, they said the

value of the dollar had been

overstated and the uncertainty in which heavy speculation

lasted seemed less attractive.

Although most European cen-

tral banks, and their US and

Canadian counterparts, were

early trading in response to the

involvement in yesterday's intervention of the Bank of England was notable by its absence.

The British Government insists

that it is still committed to inter-

national action to stabilise

exchange rates. The Bank's

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French interest rates, Page 2;

Gilt auction, Page 6; Cur-

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## EUROPEAN NEWS

## France cuts bank rates by quarter of a point

BY GEORGE GRAHAM IN PARIS  
THE BANK of France yesterday cut its key interest rates by a quarter of a percentage point, taking advantage of the buoyancy of the French franc in the European Monetary system.

The reduction – which lowers the intervention rate to 7.5 per cent and the seven-day deposit rate to 8 per cent – brings the French central bank's interest rates back to their level in November, before it had to raise rates sharply to defend the franc.

Since then, the bank has three times reduced rates by a quarter percentage point, wiping out November's three-quarter point increase.

After two similar interest rate reductions by the West German Bundesbank, the rate gap between the two countries has remained wide, allowing France some room for manoeuvre without jeopardising the franc.

The decline of the dollar over the last two years has frequently caused problems for the franc, which tends not to strengthen as much as the D-Mark from the US currency's fall.

In recent weeks, however, the franc has coped well with the renewed weakness of the dollar and then benefited from the US currency's recent recovery.

At yesterday's press conference, the French central bank's intervention rate of FF3.3309 against the D-Mark, in the upper half of its permitted range, within the exchange rate mechanism of the EMS.

The reduction in central bank interest rates is expected to provide an opportunity to boost the French government bond market.

The Treasury yesterday announced the issue of a FFr 5bn ten year bond at 9.5 per cent, placed through a banking syndicate rather than through its usual auction procedure.

The issue is designed partly to ease the repayment of the 7 per cent 1973 "Giscard" bond, due this month, of which around FFr 30bn remains outstanding.

## Support for Europe grows in Britain

By John Hunt

SUPPORT for the European Community is increasing in Britain even though the electorate knows little about the European Parliament, an opinion poll shows.

Market Opinion Research International (MORI) found that 87 per cent did not know the name of their European MP, and only 8 per cent could name the MP correctly.

However, 82 per cent said they would like to know more about the European Parliament.

The survey was carried out in August and September last year on behalf of the European Democratic Group, the Conservatives in the European Parliament.

It found that 48 per cent was in favour of Britain staying in the EC. This compares with 45 per cent in 1984.

The number who wish Britain to leave has sunk from 25 per cent in 1984 to 20 per cent today.

Mr Christopher Patten, leader of the Conservatives in the European Parliament, said: "The report shows that the public's lack of knowledge does not appear to stem from a lack of interest. Rather it is due to a lack of exposure and a lack of opportunity to learn."

The survey also showed that two out of three were in favour of the unification of Western Europe and 56 per cent thought it would be a good thing for Britain. But there were also fears that Britain might lose her independence and identity as a result.

## Belgium cuts deficit

Belgium's budget deficit dropped BFr 125bn (43.75bn) to reach BFr 430.5bn in 1987, the first substantial reduction since the government introduced an austerity programme five years ago, AP reports from Brussels.

## Pay farmers to leave arable land idle says EC Commission

BY TIM DICKSON  
IN BRUSSELS

EUROPE'S arable farmers will be urged to take at least 20 per cent of their land out of production under a controversial scheme to be unveiled by the European Commission in Brussels today.

The plan will involve compensation payments of Ecu200 (Sl139) to Ecu600 per hectare (reflecting the variations in income from different types of agriculture) according to rough calculations by officials could result in around 1m hectares, and possibly much more, eventually being taken out of use.

The eagerly awaited "set aside" proposal is significant not just because it is another way of tackling Europe's increasingly

costly farm surpluses but because it could unlock a major obstacle to reform of the European Community's whole system of financing (including better controls on agricultural spending).

That issue was left unresolved after last month's meeting of EC agriculture ministers in Copenhagen and will again be tackled at an emergency summit meeting in Brussels on February 11. This meeting is now widely seen as the last real hope of averting a June.

Plans to pay farmers who volunteer to take land out of production were first outlined to EC agriculture ministers last month when it became clear that some form of set aside was a necessary precondition of West German agreement to the whole package of EC budgetary reform.

In particular Bonn is alarmed at the proposals for agricultural

major EC budgetary crisis later this year. At the moment the Community is operating without a budget for 1988 and the emergency arrangements currently in force will not be adequate to finance policies much beyond June.

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In particular Bonn is alarmed at the proposals for agricultural

"stabilisers", which would imply cuts in the EC's guaranteed prices for cereals and a range of other products once specific output limits had been breached. Bonn is insisting on production controls as at least a complement (some suspect a substitute) for greater price discipline.

The Brussels executive is now firmly committed to the set aside principle but major technical and political problems remain.

Last night it was not clear exactly what shape the final set aside package would take, but it is expected that to qualify for payments farmers will have to take at least 20 per cent of their arable land out of production for

five years. This means that land used for all crops, including sugar beet, potatoes, and oilseeds as well as cereals, can be selected.

Payments will be financed jointly by the Community budget and member states with a 50 per cent grant borne by the Community for the first Ecu200 per hectare, 25 per cent for anything between Ecu200 and Ecu400, and 15 per cent for Ecu400 to Ecu600. The payments will vary between regions depending on the quality of the land and yield.

A Commission spokesman admitted last night that one of the major concerns of Mr Frans Andriessen, the Agriculture Commissioner, was how to control the scheme and to prevent farmers increasing production on restricted areas (and a reduction in effectiveness in tackling surpluses).

It is thought that several Commissions may insist that the 20 per cent set aside relates to output as well as land before the proposals are finally unveiled.

Such an approach would mean

that the new scheme would be similar (if much wider ranging) to the so-called "extinction" measure adopted early last year and designed largely to encourage organic farming (using less pesticide and fertiliser).

Another major problem in the recent negotiations has been what conditions should be attached to the land left idle.

Many say that it should be left completely fallow but in order to satisfy French opinion it is understood that grass and fodder should be allowed, as well as forest and non-agricultural

uses. This scheme has already been taken up by Britain, which favours the set aside area though it is not clear whether (and at what cost) for cuts in production.

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that the new scheme would be similar (if much wider ranging) to the so-called "extinction" measure adopted early last year and designed largely to encourage organic farming (using less pesticide and fertiliser).

The drawback here is that the arable problem could simply be transferred to the livestock sector (notably beef and sheep).

## Italy likely to exceed budget deficit target

BY JOHN WYLES IN ROME

THE ITALIAN Treasury conceded yesterday that its threeclassified budget deficit target for 1987 of L108,500bn (\$550bn) looks likely to have been exceeded in the light of the most recent figures.

These suggest that the deficit – Italy's central economic problem – may have risen to around L112,000bn, just over 11.2 per cent of gross domestic product and about 12,000bn higher than in 1986. Only last August, the Government brought in an emergency package designed to boost revenues by a further L34,000bn to avoid the deficit reaching just this level.

A Treasury spokesman said yesterday that the target set at the end of August was based on the best information on revenue and expenditure then available. "It is extremely difficult to produce precise estimates because financial administration is decentralised and controls are not all that strong," he added.

According to the latest figures, the total government deficit rose to L106,440bn in the first 11 months of 1987 – 2.8 per cent higher than in the same period of the previous year. On the basis of the December 1986 pattern of revenue and expenditure, the final deficit will be at least L112,000bn. This compares with an initial budgeted target for the year of L100,000bn which was revised in April spring to L103,000bn and then upwards again in late August.

Although revenues look likely to have risen again on 10 per cent, satisfactorily more than the 4.6 per cent estimated in the 1987 budget, government spending has also climbed by substantially more than estimated – by a probable 8 per cent compared to 4.4 per cent. The failure to meet original estimates on current expenditure is due largely to spiralling health service costs and extremely generous pay

for public sector employees. Italy's 1987 public spending performance scarcely lends credibility to the Government's 1988 deficit target of L103,500bn. The Government's struggle to shelter its 1988 budget proposals from parliamentary interference begins tomorrow when the budget committee of the lower house, the Camera, begins its scrutiny.

The outlook is not encouraging for procedural and political reasons. Having failed to secure passage of the budget before the end of 1987, the Government introduced emergency decrees on December 30 applying some of the revenue raising proposals in the budget package.

The procedural problems of dealing with the same sets of measures in two pieces of legislation look likely to be exploited by the Communist opposition in a bid to secure concessions.

At the same time, the budget is failing foul of rivalry between Ciucciolina and the Communists, who are trying to support her candidacy for the party's top job.

Ciucciolina, as she is better known, had sat for two days testifying to senior figures from the country's most unconventional party making statements of regret about her election to parliament last June and of rebuke to the subsequent scant attention she had given to her parliamentary duties.

Her political career has taken her on to some of Europe's top chat shows where she has duly familiarised foreign viewers with that northern portion of her constituency which was exposed to thousands of Italian tourists and the election campaign.

The end result is that the government cannot be confident of avoiding major amendments nor of securing passage of the budget by its deadline of January 31. In the meantime, those politicians who find it hard to take the deficit-cutting task seriously are being reassured by current evidence of strong investor demand for government securities.

In short, her exploitation of the Radicals has been rather more successful than the bonus she was supposed to bring to the party's free-thinking image.

One of the hostages, Mr Alfred Schmidt, a technician from the Siemens electrical company, has also been brought firmly under control to ignore her.

How could anyone with her "lack of weight" damage the radicals' lustreous image, she asked. Addressing some of her adversaries by name, she beseeched one "not to turn your back when you meet me."

There is no report of how many dry eyes remained in the conference hall after her closing crescendo: "I am convinced that it would be a little easier to take the deficit if everyone of you could see Comrade Ilona Staller beyond the pretensions of Ciucciolina."

The election for the party leadership will be held today.



## Cicciolina bares her soul

By John Wyles in Rome

VIVIDLY displaying the controlled fury of a scorned pornostar, Ilona Staller, one of Italy's most publicised politicians, yesterday took the Radical Congress by storm with a speech in support of her candidacy for the party's top job.

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## Berlin arms cut plan worries allies

BY DAVID MARSH IN BONN

NUCLEAR disarmament proposals were set aside by Mr Erich Honecker, the East German leader, to Chancellor Helmut Kohl, who has raised anxieties among the Western allies that Bonn could be departing away from the main stream Nato arms control line.

In a letter to Mr Kohl published in East Berlin this week, Mr Honecker suggested that both Nato and the Warsaw Pact give up plans to modernise shorter-range nuclear missiles in the 1990s.

This, Mr Honecker said, could provide the path to further "zero options" in nuclear disarmament going beyond the INF treaty signed by the US and Soviet Union last month.

Mr Honecker's letter was sent to Bonn on December 16 but was not announced by the West Germans.

Yesterday East German newspaper printed the letter in full on their front page. East German

diplomats in Bonn yesterday went to the unusual lengths of distributing a press notice about the letter.

The letter says the idea of giving up Nato's plan to modernise short-range missiles was put forward by Mr Kohl during talks with Mr Honecker in Bonn last September.

This would contradict the Nato line – which is highly unpopular in West Germany – that the Alliance should maintain the option of modernising and improving during the 1990s shorter-range nuclear arsenals such as the US Lance missile and artillery shells. These are stockpiled mainly in the Federal Republic.

The letter was welcomed in Bonn. Mr Alfred Dregger, the leader of the conservative parliamentary grouping in the Bundestag, said he was pleased that East Germany was bringing shorter-range missiles into the disarmament process.

Mr Egon Bahr, the opposition Social Democratic Party's East-West expert, said Mr Honecker's letter would ease the dialogue

with Bonn. He called on Mr Kohl, who is due to pay a return visit to Mr Honecker in East Germany later this year, to make a constructive reply.

The letter was passed on to Mr Kohl to meet Bonn rather than to see Mr Honecker in a provincial town. This would go towards meeting East Germany's long-held desire for recognition of East Berlin as the country's capital.

Mr Honecker's letter comes amid a flurry of activity in Bonn preparing for the visit here of Mr Eduard Schevardnadze, the Soviet Foreign Minister.

Stepping up the disarmament pressure on the Federal Republic, Mr Yury Kvitsinsky, the Soviet ambassador to Bonn, specifically called on the West German government to draw up "common goals with Moscow, in parallel or together on further disarmament steps at the top of the list on the ballot paper."

Defending the proposals yesterday, Mr Jerry Urban, the government spokesman, said they were "another, and not the final step" in a process of change.

The draft of the new rules reveals that the authorities intend to maintain control over nomination of candidates and the names which finally appear on ballot papers. The only change now envisaged is that between candidates presented to them by the authorities in the past failure to cross off a name automatically elected the person at the top of the list on the ballot paper.

Defending the proposals yesterday, Mr Jerry Urban, the government spokesman, said they were "another, and not the final step" in a process of change.

Mr Lech Walesa, the Solidarity leader, is expected to reject the proposals as offering too little. Recently the Warsaw leadership of the banned movement issued a statement arguing that Solidarity should stop boycotting such official institutions as local councils.

Mr Urban did hint strongly that the authorities wanted moderate members of the opposition to enter the councils at the next elections. In the summer, attempts to achieve this could be expected in coming months.

It was not yesterday he delivered a conciliatory reply to an appeal by Mr Jerzy Hader, a Solidarity-supported historian, that General Jaruzelski and Mr Lech Walesa should meet in the light of the problems the country faces.

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## OVERSEAS NEWS

## UK and Kenya agree to differ on SA sanctions

BY MICHAEL HOLMAN IN NAIROBI

BRITAIN AND Kenya yesterday full agreed to differ over the merits of economic sanctions against South Africa.

In a 70-minute meeting with Mrs Margaret Thatcher at State House, described by British officials as friendly and constructive, President Daniel arap Moi made clear his support for tougher measures against Pretoria. The British Prime Minister repeated her view that sanctions would not bring about an end to apartheid, and neither leader pressed the matter any further.

The Prime Minister said that she was prepared to go to South Africa if such a visit would do any good but there was no indication that the time was now right.

Later in the day, speaking at a state banquet in her honour, Mrs Thatcher carefully omitted any direct reference to the sanctions dispute. Apartheid, she said, was "an utterly repulsive and detestable system and it must go".

"I have no doubt that change will come in South Africa, not only because it is an unjust system, although that is the main reason, but because it is a waste system."

She went on however to stress that change had to come from within, "and it must be peace-

## Natal gets extra police

By Anthony Robinson in Johannesburg

FRESH witnesses are expected to testify that a government soldier shot dead President Corazon Aquino's husband in 1984, the chief prosecutor said yesterday. The day before, a surprise witness had appeared to provide a breakthrough in four years of trials, retrials and investigations.

The murder of opposition leader Mr Benigno Aquino as he stepped from an aircraft at Manila airport after three years of exile triggered a series of events that brought his widow to power in February 1986.

Mr Jesus Barcelona, an airport worker on duty the day of the killing, is only the second witness to testify that a soldier shot Mr Aquino even though he could not say which of three officers pulled the trigger.

After Monday's hearings, Mr Raul Gonzalez, the chief prosecutor, said he thought a sergeant, Rogelio Moreno, fired the murder weapon. Forensic tests carried out two days after the killing showed Sgt. Moreno had powder burns on both hands and wrists suggesting he had recently fired a gun with both hands.

He has remained under military custody since despite a supreme court decision in 1985, two months before President Ferdinand Marcos was ousted from power, that a small-time crook had shot Mr Aquino on the airport tarmac.

Many Filipinos, however, believed the killing was linked with Mr Marcos, his wife or Gen Fabian Ver, the armed forces chief, all of whom fled the country after a popularly backed military revolt in February 1986.

One of the new witnesses, Miss Rebeca Quijano, had testified in the first trial that she saw Mr Aquino killed by a soldier but her testimony was ignored by the court when it acquitted 25 soldiers and one civilian in the 1985 trial. The identity of the other witness in the trial, which has 14 new defendants, remains a mystery.

## Kim Dae Jung promises an election challenge

MR KIM DAE JUNG, one of South Korea's two main opposition leaders, yesterday claimed he would regain the political initiative in National Assembly elections to be held before April and predicted that president-elect Roh Tae Woo would face political instability, AP reports from Seoul.

Kim said that his Party for Peace and Democracy would continue its efforts to prove that massive fraud was used to elect Mr Roh. He claimed Mr Roh lacked popular support and would find it difficult to rule.

"I don't expect that there will be political stability under Roh Tae Woo's regime," Mr Kim Dae Jung said.

Mr Roh defeated Mr Kim Dae Jung and rival opposition leader Mr Kim Young Sam on December 16 in South Korea's first direct presidential election in 16 years.

Although opposition leaders have charged that the Government resorted to massive fraud to win the election, many people blame the two Kims for splitting the opposition vote.

The PPD expects to emerge as the main opposition party in the National Assembly elections to be held before April, said Mr Kim Dae Jung, the PPD party president.

"The presidential election was not the last word," he said.

He said yesterday he regretted splitting the opposition and called it a mistake, but claimed Mr Roh would have won the election through fraud even if the opposition had fielded a sin-

Nicholas Woodsworth assesses attempts by the West African nation to shrug off a colonial legacy

## Senegal revives in freer economic climate

ON THE tree-lined avenues of Dakar, the former colonial capital of French West Africa, foreign visitors do not stroll, they dodge. liable to be ambushed on every corner by small armies of fast-moving hawkers, the innocent tourist soon learns that this local variety of guerrilla warfare involves not the Kalashnikov, but the rapid-five sales pitch.

The results can, however, be devastating. Many are the experienced travellers who come away baffled from one of these street skirmishes, possessors of imitation Seiko watches or bogus ivory bangles they never intended to buy.

Of all the trading, commercial and business-minded people of sub-Saharan Africa, the Senegalese are indisputably the champions. While Dakar's aggressive street hawkers can sometimes make this irritatingly obvious, the Senegalese fair for business also operates on much more sophisticated levels.

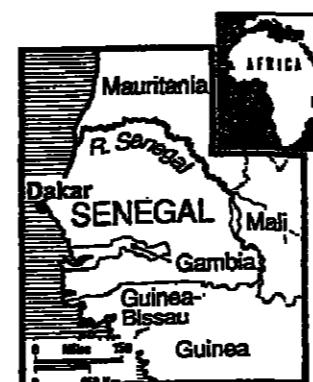
Historically, great travellers and traders, the Senegalese abound in entrepreneurial skill repeated throughout Africa. Astute and enterprising, they are the continent's grassroots capitalists *par excellence*.

This national talent may turn out to be Senegal's strongest card in the vigorous economic battle it is currently waging. While it may have an edge in terms of human resources, on almost every other count Senegal's lack of advantage has made it one of the poorer countries in Africa.

Of the four traditional pillars of the economy - ground nuts, phosphates, fishing and tourism - not one stands firm today. Drought, erosion, lack of natural resources, plunging world commodity prices, and a soaring population have all contributed to Senegal's ill health.

There is, however, little disagreement today among Western financial and aid institutions about the predominant cause of Senegal's stagnation. As a legacy of colonial rule, it inherited at independence a national economy in which the state played a leading and all-pervasive role.

Unwieldy and inefficient, it has hampered the country's progress ever since, and made it a chronic



worthiness.

As a predominantly agricultural country and a major world supplier of ground nuts, Senegal is concentrating many of its modernisation efforts in the agricultural sector. On credit, for instance, is the plan to cut out of the activities of its deficit finance state marketing board, and the curtailment of government-guaranteed producer prices.

The bank has also called for an end to the subsidisation of agricultural materials, and a rise in the price of consumer food items to encourage local production.

In the industrial sector, structural adjustment has, if anything, been more thorough-going. Protected since independence by high tariff barriers, Senegalese industry - including vital fish and agro-industrial processing activities - has become increasingly uncompetitive. Reform measures include substantial import tariff

reductions, a full liberalisation of the investment code, an increase in export subsidies, and relaxation of the country's labour laws.

The third major area in which structural reform is being pushed through is in the country's top-heavy parastatal sector.

At present, the Government participates in over 125 parastatal companies and public agencies.

Mr Mamadou Toure, Minister of Finance, has recognised their poor performance, and admits the need for change in a budget system that spends 75 per cent of its total revenues on state employees' salaries.

By the accounts of government officials and the foreign agencies involved, there is light at the end of the tunnel. According to Mr Franz Kaps, chief representative of the World Bank in Senegal, rational compromise has been made for the key element in progress

"The Government has realised there is no alternative, and is making great sacrifices to make this programme work," he says. "Either one allows existing structures to drop past the point of rehabilitation, or one puts up with considerable hardship for the time being in the hope that in five to seven years, Senegal will begin to stand on its own feet."

The World Bank does not deny

that its reforms are causing difficulties. Despite the programmes it has devised to cushion the adverse effects of adjustment, there are complaints that the World Bank medicine is simply standably, they feel betrayed.

Certainly, the average Senegalese will profit little from structural adjustment in the short term. Disruption in the pattern of rural life has been considerable.

It is one thing to promise the country entrepreneurial scope by strengthening its free enterprise system, but to bring that scope to the small farmer, the shopkeeper, and even the Dakar street hawker will be the full test of structural adjustment.

way to buy essential items locally. Increased food prices will be a hard blow to poorer peasants, while removal of guarantees will affect better-off peasants as well.

Belt-tightening will be even more severe in urban areas. The Bank estimates that 10 per cent of the industrial work force will be laid off as uncompetitive enterprises collapse. This will only increase the unemployment caused by the liquidation of parastatal enterprises. While food prices rise, wage increases will be contained. Labour code modifications demanded by the Bank will allow employers to hire cheap labour ineligible for social security benefits.

Measures such as these will make the year ahead testing ones. The World Bank may prove to be itself confident in the eventual establishment of sustained growth, but it is well aware of the socio-political risks of reform.

The problem is not one of the Bank convincing the Government of the need for reform - this has already been done. If structural adjustment is to succeed, the Government must be able to show the population at large that emerging opportunities are grassroots opportunities.

Many rural social services, including state-funded agricultural extension programmes, have been eliminated. In some villages, state-run shops have been closed because of unprofitability, leaving villagers with no

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Kim predicts instability

## AMERICAN NEWS

## Senators back Murdoch on New York Post

BY JANET BUSH IN NEW YORK

THE New York political establishment is rallying around Mr Rupert Murdoch under pressure to buy the New York Post newspaper because of a clause tacked onto the huge spending bill passed by Congress just before Christmas.

Both of New York's Senators, Republicans Mr Alfonse D'Amato and Democrat Daniel Patrick Moynihan, said they would seek to reverse the legislation at the first possible opportunity after Congress resumes on January 25. Mr Ed Koch, New York's Mayor, has also come out in support of Mr Murdoch's ownership of the Post.

The clause stipulated that the rule barring ownership of a television station and a daily newspaper in the same market could not be changed, in effect forcing Mr Murdoch into choosing whether to sell the Post or his television station in New York, or the Boston Herald newspaper and his television station in the same city.

Mr Murdoch has so far had no comment on the legislation but a spokesman said he was considering his options.

The motivation behind support for Mr Murdoch in New York appears to be mainly fear about job losses. The argument runs that no other newspaper proprietor would be prepared to continue subsidising the Post's annual losses and, if Mr Murdoch was forced to sell, 2,000 jobs could go. The Boston Globe, which has made small profits in the last two years, is not thought



Murdoch: no comment

## Chile devalues currency by 3.88%

CHILE yesterday devalued the peso by 3.88 per cent to 243.97 pesos to the dollar from 234.48 pesos, and the central bank decided to 15 per cent from 20 per cent. Reuter reports from Santiago.

The surprise devaluation was the first of its kind since June 1985, when the Government devalued the peso by 7.8 per cent and cut customs rates to 20 per cent from 50 per cent.

Since 1985, however, the peso has undergone periodic slight devaluations in line with domestic inflation. Mr Hernan Bachelet, the Treasury Minister, said such devaluations would continue.

He said the measures were taken to maintain growth and diversity of exports in the face of trade barriers against Chile's exports, including the recent removal of Chile from the US Generalized System of Preferences.

Mr Bachelet said Chile's gross domestic product grew 5.4 per cent in 1987. "Already one-third of national product is exported," he said. Chile's exports, helped by copper price increases, totalled about \$5bn in 1987, totalled about \$5bn in 1987, while the country's trade surplus of \$1.09bn was \$140m more than originally forecast.

It is by no means clear how much support the New York Senators may find in Washington for reversing the legislation.

## Nasa safety questioned

AN INTERNAL National Aeronautics and Space Administration report concludes that two years after the Challenger disaster the space agency still lacks the engineers, guidelines or leadership to ensure the safety of manned spaceflight, AP reports from Atlanta.

The report, prepared by a committee of safety experts for Nasa senior officials, was obtained by The Atlanta Journal-Constitution, which published details yesterday.

Safety is taking a back seat to schedule pressures and costs despite reform efforts, spurred by the January 1986 Challenger

explosion that destroyed the shuttle and killed its crew of seven.

"As one worker put it, 'Their words say safety, but their actions say don't worry about it,'" the report said.

The committee cited "disturbing signs" that some pre-Challenger safety problems identified in the aftermath of the accident still exist.

Reiter adds: Engineers blame a design flaw for the failure of a space shuttle rocket test last month, but say resumption of flights by late summer is still possible, the Washington Post reported yesterday.

## IMF approves Ecuador loan

THE International Monetary Fund has approved a \$67m loan to assist economic development in Ecuador, Reuter reports from Washington.

Of the total, \$60m is available immediately under the Compensatory Financing Facility, a pool of funds used to help countries hit by a cut in export earnings.

The remainder would be available over the next 14 months under a so-called standby arrangement.

The decline in exports was attributable to lower export volumes of crude oil after an earthquake ruptured the trans-Andean oil pipeline.

## Dollar bears fall into a well-laid trap

BY ANTHONY HARRIS IN WASHINGTON

THE SUCCESS of the US Federal Reserve and the Bank of Japan in digging a highly successful trap for bears of the dollar in the New Year markets should at the least restore a healthy sense of caution to the foreign exchange markets.

This alone would be enough to stabilise the dollar in the short term but the raid may well have a longer-term meaning. It could - and indeed should - imply that the authorities are prepared to mount a serious trial of US trade performance at current levels.

The timing of the raid recalls the great bear raids of the sterling crises of the 1960s, when the Bank of England and the New York Fed developed acute market skills. By allowing bear raids to develop some enthusiasm, and

intervening only when the speculative part of the market was short, they were able to impose significant painless losses, and create significant upside risk to the dollar.

It is not so much the timing of the dollar raid which shows that the trap was deliberately planned as its determination. The markets turned as soon as they knew that the Fed was leading the support operations. This was essential to offset what is already known as the Sprinkler effect: the result of the hand-wringing from the President's chief economic adviser's son as the rather weak reaffirmation of dollar support from the Group of Seven was released. If the central banks had wished only to stabilise the rate, they would have stopped there. The fact that

they spend heavily to drive the dollar up by some 2 per cent shows that they were out for blood.

There is once again an upside risk to the dollar.

In this case, however, the central banks waited until there had been something of a dollar rout before mounting this operation. An effective bear raid could almost certainly have been staged at any time in the last month, but this could have been counter-productive. In the very similar operation in the wake of the Latin American crisis in February 1985, which initiated quite a strong dollar recovery, which carried it to a level which most economists, including those advising the Administration, regarded as too high. The devaluation crisis had to be staged all over again.

That risk may have been avoided this time. The current pattern of dollar exchange rates is within the range of market rates estimated by a majority of economists, though such extreme academic bears as Professor Martin Feldstein, would still regard it as substantially over-valued. It is within a percentage point, for example, of the sustainable rate agreed upon by the 33 economists who recently put out a statement to the effect that the Institute for International Economics, and close to the values predicted by a number of market

experts. There is also a growing consensus that the next US trade figures will show a substantial improvement ahead of the figures shortly after he took office.

of the last three months. The new figures will not be out until January 15, but the trade figures for November, when trade partners are already known, and suggest such an improvement. It is also worth noting that the Census Bureau already knows what the November figures would have been on the old reporting basis, before such pains were taken to ensure that all statistics related to the monthly budget report. In a highly unlikely event, the Mr Alan Greenspan, the Fed Chairman, who has been predicting better figures, would again do so without taking pains to make sure that he will be right. He denied his credibility badly by premature talk of an improvement ahead of the figures.

## Argentina's balance of trade slides to low point for decade

BY TIM COONE IN BUENOS AIRES

ARGENTINA's balance of trade surplus slid in the first nine months of last year by 70 per cent on comparable 1986 levels to just \$585m, the lowest figure this decade.

During the first three-quarters of the year exports were down 10 per cent to \$4.797bn from \$5.376bn at the comparable stage of 1986. The value of imports rose 23.7 per cent over the same period from \$3.430bn to \$4.209bn.

Bankers said the grim trade figures lent weight to recent warnings that Argentina would be hard pressed by deteriorating

terms of trade to meet debt servicing costs estimated at \$4.65bn this year.

A mission from the International Monetary Fund (IMF) is expected to arrive in Buenos Aires this week to review the Government's performance under Argentina's existing \$1.425bn stand-by programme.

The IMF is keen for the Government to devalue the austral to "commercial" dollar rate used for trade transactions.

The austral was devalued by 0.53 per cent, taking the commercial rate to about australs 3.75 to the dollar. But bankers said this would not satisfy demands from exporters and probably the IMF for further major changes in foreign exchange policy.

With the free market exchange rate falling to about australs 3.30 against the dollar yesterday, exporters were still operating on an exchange rate loss of about 40 per cent on the "commercial" currency markets, bankers said.

## Caribbean leaders start Haiti summit

BY CANUTE JAMES IN KINGSTON

THE LEADERS of 13 countries of the Caribbean are meeting in Barbados today to discuss a common approach to the political crisis in Haiti. The summit of the Caribbean Economic Community was originally scheduled for Monday, but was delayed because not all leaders could have attended.

The meeting follows the failed effort of some leaders in the region, led by Mr Edward Seaga, the Prime Minister of Jamaica, to persuade Haiti's military Government to allow an independent commission to supervise presidential elections scheduled for January 17.

Haiti's first elections in 30 years were aborted on November 29, when members of the Haitian army and armed gangs fired on

voters, killing at least 34 people. The Caribbean community summit has been preceded by heated exchanges between some leaders, mainly Mr Seaga and Mr Ray Robinson, the Prime Minister of Trinidad and Tobago, over the group's approach to Haiti. But the summit is expected to condemn the junta in Haiti for commanding the elections.

Despite an earlier inclination on the part of some Caribbean leaders to give the Haitian Government the benefit of the doubt, there is now a consensus in the region that Haiti's rulers intend to engineer the election of their favorite candidate.

The Caribbean countries are also expected to refuse to recognise any government elected in Haiti on January 17, and to urge other countries to do the same.

## WORLD TRADE NEWS

### Canute James on how counterfeiting and piracy threaten to undermine an international organisation

## US favours bilateral pacts to protect its know-how

FOLLOWING ITS failure to get new comprehensive multilateral agreements to protect intellectual property rights, the US is turning increasingly to a series of bilateral pacts. US government officials claim increasing success in the Pacific Basin, and say they are now focussing efforts on similar agreements with the People's Republic of China, and then Latin America and the Caribbean.

Piracy and counterfeiting of copyrights, trademarks, trade secrets, patents, semiconductor designs and computer software are US industry's biggest concerns, worth \$20bn and \$50bn per year, but there is some official confusion about whether efforts to reduce this should bypass bodies such as the World Intellectual Property Organisation.

"US copyright industries put annual losses at over \$1.5bn as a result of copyright piracy," said Mr William Skok, a copyright specialist in the Bureau of Economic and Business Affairs of the US State Department. "In the pharmaceutical and agrochemicals industry, weak patent protection in developing countries is a serious problem. The US agrochemical

industry estimates that it loses over \$200m per year from inadequate and ineffective patent protection."

US industry has repeatedly argued that, as in Latin America, governments in Pacific Basin countries were lax in protecting intellectual property rights to the extent that piracy and counterfeiting reached, according to Mr Skok, "particularly alarming" levels, and appeared to have official sanction.

"In some of those nations, we sought to establish a bilateral copyright relationship that will protect the rights of our creators, while at the same time ensuring the rights of the creators of those nations," Mr Skok explained. This has led to the enactment of copyright laws in Singapore, Malaysia, Indonesia and South Korea, and the US had revenues of \$3.1bn in 1986, and 45 per cent of this is outside the United States. For pharmaceuticals, patent protection is vital to our future."

It is because of what it perceives as potentially a major threat to pharmaceutical and agrobusiness property rights that the US is keen on reaching useful bilateral agreements with China. Peking will enter a new patent law in 1986 which is similar, in many respects, to those of Western countries. But Latin America remains the sore point for US industry with Washington in dispute with such countries as Brazil which has closed its market to computer software.

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We have worked hard for over 15 years at the Wipo to develop new standards, complained

The US expects to continue its close association with the World Intellectual Property Organisation - the locus of negotiations aimed at shielding new high technology creations

agribusiness, as long as China has no copyright law.

Discussions last year between the US and Chinese governments concluded with an understanding that Peking will deal soon with implementing legislation to protect copyrights.

But Latin America remains the sore point for US industry with Washington in dispute with such countries as Brazil which has closed its market to computer software.

We have worked hard for over 15 years at the Wipo to develop new standards, complained

Michael Smith, the deputy US Trade Representative. "To date, these efforts have been frustrated. We are ill-advised for us to continue relying on the Wipo to solve serious and pressing trade distortions. The key here is that there should be an obligation to rewrite national laws to make them confirm to the Gatt agreement."

But Mr Skok said the US Government did not intend to turn its back on the existing international structure to protect intellectual property, but was seeking ways of enhancing that structure which consists of various international property conventions.

We expect to continue our close association with the World Intellectual Property Organisation in the future. It is also, the secretariat for one of these agreements and the locus of negotiations seeking new standards of copyright protection in these forms of high technology," he said.

The US government is continuing through Wipo - a conference in Washington this year to negotiate a treaty for the protection of rights to integrated circuits.

Warimpex will also refurbish the old Sovimuhu Hotel near Prague. This will provide another 70 hotel rooms. The famous stables and residence at Hluboka, South Bohemia, will also be renovated and turned into a hotel. Warimpex will also build and arrange financing for a 600-room hotel in Prague, near the Panorama.

The deal comes when the Czech authorities are cautiously easing travel and tourist restrictions for visitors. While travel into Czechoslovakia has become more relaxed, it has been almost impossible to cater for the increasing numbers of tourists, with most of the better hotels booked out for most of the year.

Prague has only 10,000 hotel beds or about 5,000 rooms for its under-developed tourist industry. The demand exceeds what is available by three or four times," Warimpex said.

The Czechoslovak truck manufacturer LIAZ plans to boost its production of 12 items in Arab countries after testing its products in Arab sand and marshy terrain, Ceteca news agency said. Reuter reports.

The company's latest four-wheel-drive heavy-duty truck successfully passed more than three months of endurance tests in the extreme conditions of Arab deserts and marshes last year, the official news agency said.

## Taiwan rejects call to drop ban on China trade

TAIWAN has rejected demands by local manufacturers and ruling party members to drop a 38-year ban on direct trade and investment links with China.

Mr Li Mo, Vice-Economic Minister, said the Nationalist government would not alter its policy of "no contact" with Peking.

"We cannot trade directly with China because it will pose a latent threat to our economy," he said.

Taiwan officials have openly advised to drop the trade with Taiwan, now conducted through third countries, is a political tool to be used in efforts to reunify China.

A group of Taiwan manufacturers mostly garments and shoe factory operators, said they were willing to drop the ban on China.

Imports of mainland goods, mostly agricultural and industrial raw materials, amounted to \$240m in the first 10 months last year, up 107 per cent from the same period in 1986, the institute said.

Exports of Taiwanese products, mostly machinery, chemicals, textiles and foodstuffs, amounted to \$969m, an increase of 53 per cent.

Let us take the risks and work behind the scenes to provide information?"

Several manufacturers said the rising value of the local dollar had helped mainland exporters and their salvation lay in shifting production to China, where wages were lower.

AP-DJ adds from Taiwan: mainland China through Hong Kong amounted to \$1.2bn in the first 10 months last year, a 60 per cent increase on the same period in 1986, according to a market research group.

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Exports of Taiwanese products, mostly machinery, chemicals, textiles and foodstuffs, amounted to \$969m, an increase of 53 per cent.

A report from Seoul said the South Korean government had been warned that US tariff increases would be ordered this year on a range of South Korean goods unless there were immediate agreement on wider market access.

The US is unlikely to exercise its options under US trade law so long as talks continue.

The US is demanding immediate access to Korean markets for beef, cigarettes, insurance, beer, wine, and improved protection for patents and designs.

The US ran a deficit last year with South Korea of more than \$800m (\$550m).

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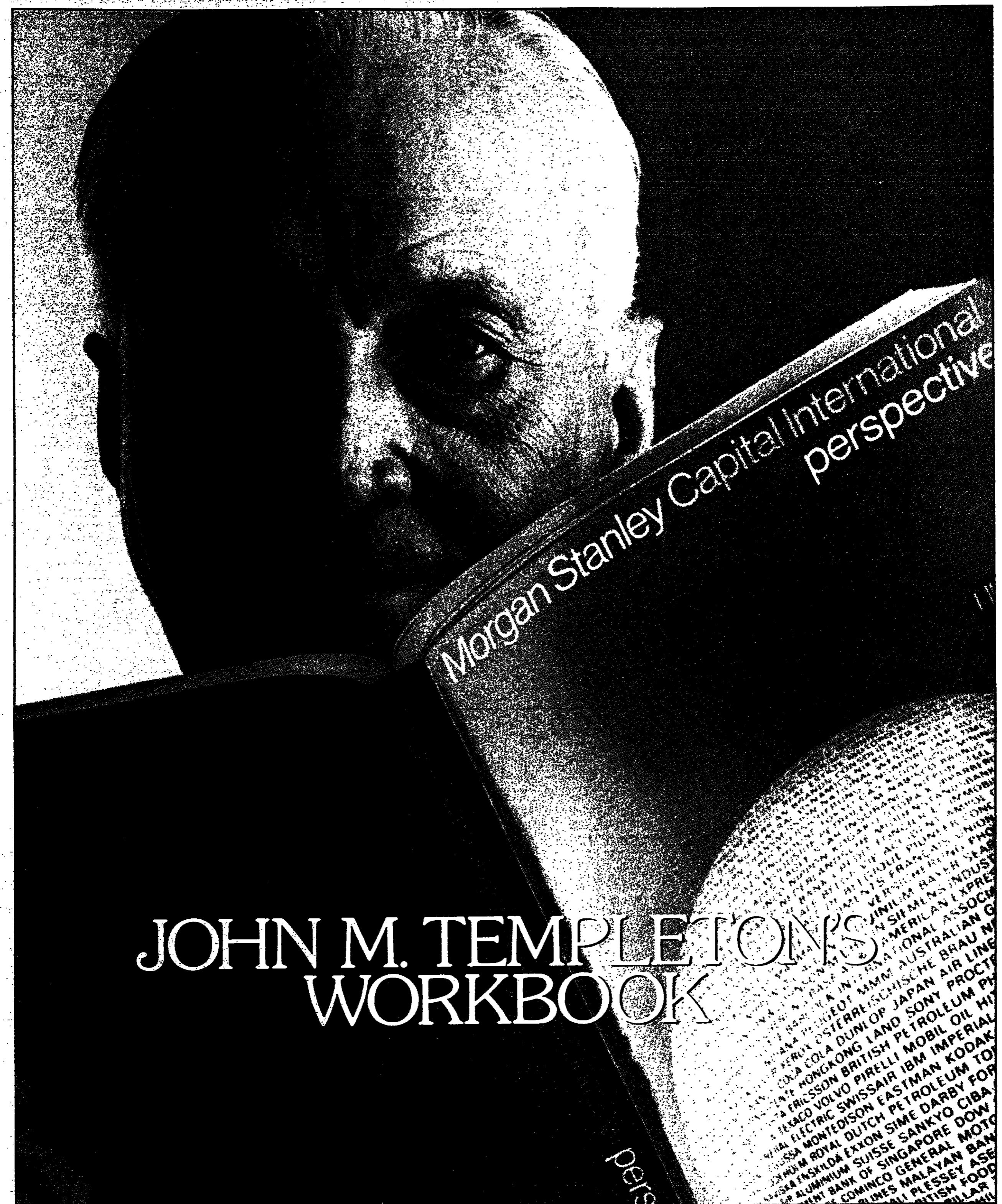
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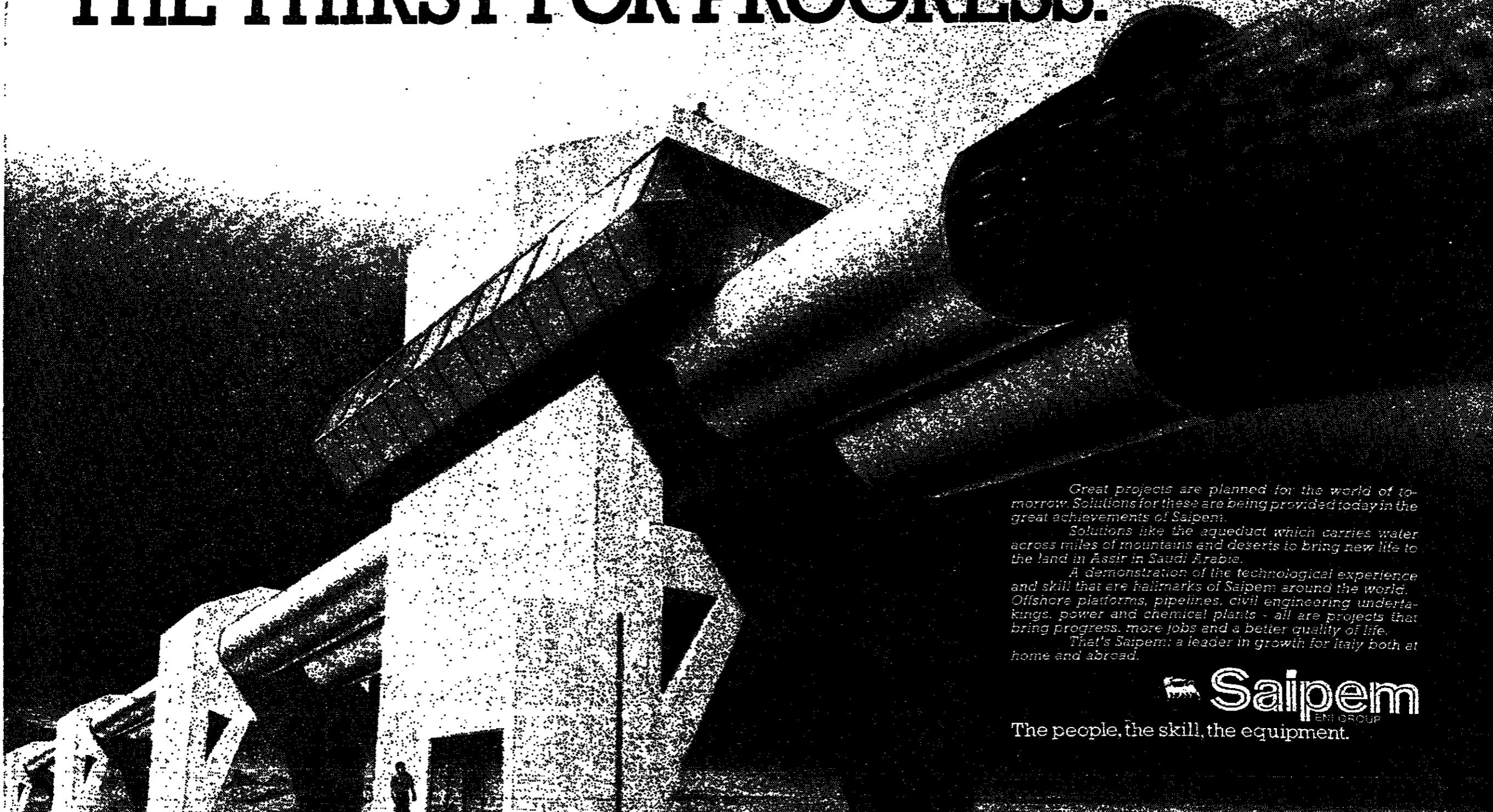
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## UK NEWS

### Tax officer may have 'probed unusual deals'

GUARDIAN Royal Exchange, the British insurance group, may have sacked Mr Charles Robertson, its chief tax accountant, last May because he insisted on investigating what he thought were unusual financial transactions in the company, dating back to the mid-1970s, according to an industrial tribunal decision.

It seemed to the tribunal that senior officials of GRE had tried to obstruct Mr Robertson in making a proper disclosure to the Inland Revenue of its financial affairs, which sat in Bury St Edmunds, Suffolk, ruled early last November that Mr Robertson had been unfairly dismissed and ordered his reinstatement. Several weeks later, the tribunal rejected an application by GRE for a review of its decision.

But GRE's subsequent refusal to reinstate him prompted Mr Robertson, who is 49, called as a 'tribunal witness' on his behalf, to apply to the Inland Revenue tax inspector, who looked after GRE's affairs, who 'clearly had every confidence' in Mr Robertson's integrity, the tribunal said.

A chartered accountant, Mr Robertson, who was a member until his dismissal from GRE of the taxation panel of the Association of British Insurers (ABI). Another panel member, who said he had known Mr Robertson for 10 years, described him on Monday night as 'a Scotsman, a man of very high principles.'

Mr Robertson said yesterday that two officials from the Inland Revenue's Inquiry Branch interviewed him regarding GRE's affairs for 4½ hours on December 15 at his home in Ipswich. The Inland Revenue declined to comment.

Mr Michael Auld, GRE's head of information, also declined to comment last night. He said: 'We are not prepared to say that we feel that the reasons which he has advanced in some considerable detail are very much nearer reality than those advanced by the respondents.'

Nick Bunker looks at the background to the dismissal of Guardian Royal Exchange's chief tax accountant

which led to his dismissal occurred, however, after a separate series of events, after the Inland Revenue wrote to Mr Robertson on September 11 1986 with detailed questions regarding insurance transactions. In attempting to answer the letter, he was asked for detailed information from other GRE officials, the tribunal found.

The tribunal said that Mr Robertson was suspended by the GRE on March 19 last year, and later dismissed, on grounds, according to GRE, that an allegedly abusive telephone call to senior managers represented gross misconduct.

Mr Robertson had sent copies of letters about the matter to Mr J.E.C. Collins, GRE's chairman, Mr Charles Hamblett, its deputy chairman, and executive directors including Mr Peter Dugdale, who is GRE's managing director, and the ABI's chairman, the tribunal found.

The tribunal said that Mr Robertson claimed, however, that 'the true reason' for his dismissal was that 'his superiors realised that they would not be able to stop by any orthodox means his endeavours to obtain an explanation of the contrary conduct of two managers who had given certain information.'

In a written decision dated November 12 1987, the industrial tribunal said: 'We have unanimously decided that the reason for dismissal was not the reason put forward by the respondents (GRE). We are not prepared to say that all the reasons put forward by the applicant are what we would agree to be the reasons we do not have to do that.'

'We are, however, prepared to say that we feel that the reasons which he has advanced in some considerable detail are very much nearer reality than those advanced by the respondents.'

The unions will see the department's presentation as a ploy to persuade the advisory committee that there is no need for a big across-the-board pay rise, as opposed to the selective or regional increases advocated by ministers.

Mr Kenneth Baker, Education Secretary, has set a ceiling of £300m on the committee's recommendations for the salary review due in April. This is to fund not only general increases, but also a rise in London allowances due last July.

On the department's own calculations, previously unreleased, the £300m represents only 4.3 per cent of the salary bill of £7.01bn.

The department's figures for unfilled posts suggest that fears of widespread teaching vacancies may have been exaggerated. The figures, which cover only secondary schools, show an overall vacancy rate of 1.2 per cent in last year's count, about the same as 12 months before.

### Teacher recruiting 'filling key gaps'

By David Brindle  
Labour Correspondent

THE GOVERNMENT is claiming a marked success in its efforts to improve the recruitment and retention of teachers, particularly those in 'key shortages' subjects of mathematics, physics, and craft, design and technology.

In its confidential evidence to the teachers' interim pay advisory committee, the Education Department says the number of teaching vacancies has been stabilised overall but has fallen in most of England and Wales and in the shortage subjects.

In addition, the department provides detailed figures for acceptance rates for teacher training last autumn. These show a general 13.4 per cent rise on 1986, but even steeper increases for the shortage subjects.

The number of acceptances for training in mathematics was said to have risen by 32.5 per cent for craft and design and technology by 34.8 per cent and physics by as much as 49.3 per cent.

While giving a warning that 'there is still some way to go', the department points out that these improvements follow the Government's specific measures to boost recruitment and its award of a average 16.4 per cent pay rise for teachers.

The improvements will be welcomed by parents and employers who have grown increasingly concerned at reports of teacher shortages, especially in the sciences. But the teacher unions will be suspicious of the figures. The unions will see the department's presentation as a ploy to persuade the advisory committee that there is no need for a big across-the-board pay rise, as opposed to the selective or regional increases advocated by ministers.

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## UK NEWS

## Rate of savings falls to lowest level since 1959

BY RALPH ATKINS

BRITONS CONTINUED to increase their spending at a faster rate than rises in their incomes in the third quarter of 1987, pushing the rate of savings to the lowest level since 1959, according to official figures published yesterday.

The Central Statistical Office said savings as a percentage of total personal disposable income fell to 5 per cent in the period. That compares with 6.4 per cent in the second quarter of last year and a low of 4.2 per cent in the fourth quarter of 1986.

The third quarter also saw a sharp rise in profits of UK industrial and commercial companies. Sep- tember figures from the CSO show a 7 per cent increase in profits, after deducting stock appreciation, between the second and third quarters.

The rise took profits to a level about 20 per cent higher than in the third quarter of 1986. But the figures are distorted by the inclusion of profits from British Gas, British Airways and British Airports Authority, which were privatised in the interim period.

However, the CSO said that after making broad allowance for the extra companies included, there was a significant rise in profits between the third quarters of 1986 and 1987. The fall in the savings ratio is

explained partly by company pension holidays. The CSO also warns that personal savings are subject to a wide margin of error.

It says a better guide is the savings ratio for the first three quarters of 1987. Over this period, the ratio was about 6.4 per cent compared with 7.5 per cent in the whole of 1986.

Real personal disposable incomes, including an allowance for inflation, increased by 1 per cent between the second and third quarters of 1987. This pushed real incomes to a level 2.5 per cent higher than in the fourth quarter of 1986.

Without any adjustment for inflation, personal incomes rose by 7 per cent in the year to the third quarter of 1987. That compares with a rise of about 9 per cent in consumers' spending in the same period.

Spending by consumers was boosted by profits from privatised issues. Low inflation is also likely to have encouraged individuals to save less and spend more.

Spending may also have been stimulated by a sharp rise in dividends on ordinary shares paid by companies. These were 35 per cent higher in the third quarter of 1987 than in the preceding three months.

## Gould aims to win City over to Labour

By John Hunt

MR BRYAN GOULD, the shadow Trade and Industry Secretary, is to launch a campaign to persuade unions that they would be able to work with a Labour government.

Over the next few months Mr Gould, the party's leading revisionist, will meet representatives of industry and commerce to outline a medium-term industrial strategy being discussed in the party.

Known as the Gould Plan, it is intended to lay the foundations of the kind of economy Labour wants to see in the 1990s and to set out the party's objectives in the next quarter of 1988.

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## Lever halts Ulster deliveries over row

BY OUR BELFAST CORRESPONDENT

LEVER BROTHERS has stopped deliveries to Northern Ireland's leading supermarket chain following refusal by local companies to implement a 4 per cent surcharge.

Stewarts and Crazy Prices, subsidiaries of Associated British Foods, told Lever last month they would resist moves to increase prices in Northern Ireland.

Lever Brothers, a subsidiary of Unilever which owns brands including Persil, Domestos and Jif, recently reclassified Ulster as an island and announced that customers would have to pay the same rate as their counterparts in the Channel Islands.

Lever said the price increase was necessary to cover transportation costs, but Stewarts and Crazy Prices, which between them have 41 retail outlets in the province, said it was unjustifiable.

Stewarts' marketing director, Mr Robert McGivern, said yesterday: "I wrote to the chairman of Levers and told him we would pay the only UK rate for any order we placed."

Their regional manager contacted me about the position as the new price rise came into effect on October 1. I reiterated our position and he said he would instruct his representatives not to call at any of our branches."

Mr McGivern said shoppers were extremely militant over the issue and fully supported Stewarts and Crazy Prices in their stand.

Yesterday, Procter and Gamble, Lever's main competitor, emphasised that they had no intention of changing their pricing policy in Northern Ireland.

The General Consumer Council for Northern Ireland has already urged people to shop around for the cheaper alternative brands.

However, with Lever refusing to deliver to the province's main supermarkets, the products are expected to disappear from shelves over the next few days.

Lever's annual turnover in Northern Ireland is around £100m of which about 40 per cent would be attributable to the chain stores.

## Plastics plant for Lancashire

By Ian Hamilton Fazey, Northern Correspondent

SANKO GOSEI, one of Japan's leading designers and makers of moulds for plastic components, is to set up a £5m plant in Skelmersdale, Lancashire.

The company is also to transfer technology to five UK companies so that Japanese manufacturers in Britain will be able to buy more components locally and cut imports.

The project will create 120 new jobs and the Department of Trade and Industry is giving £1.5m towards the cost.

The new plant will be in two adjoining factories totalling 20,000 sq ft.

The deal has been negotiated principally by Inward, the north-west's investment agency, and Marubeni, the Japanese trading house.

Despite losing top place among imported gins in the US, Beef- er's sales in 1m cases a year in North America cut off worldwide sales of 2.2m cases. City analysts said yesterday that control of Beefeater's marketing might enable Whitbread to regain market share.

Last week Whitbread settled a legal battle over Buckinghamshire's loss of the distribution rights to Mouton Cadet wine and Finlandia vodka.

Whitbread will gain the distribution profits from Beefeater as

well as possible economies from adding that brand to the Buckingham Wile distribution business.

The deal will also add marketing weight to Buckinghamshire Wile, which distributes only one other big brand, Cutty Sark scotch whisky, in the North.

This arrangement will cease on February 29. From March 1 Whitbread's Buckingham Wile division will take over. Whitbread would not disclose the terms of the deal yesterday.

However, the assumption is that it would have had to pay Kobiland a significant sum to regain the business.

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Retention of the 12 companies seemed "the most desirable option" to the council, the statutory watchdog body of electricity consumers.

Its findings echo those of a report published last November on behalf of the 12 area boards, and give little support to the ambitions of Sir Philip Jones, chairman of the Electricity Council, the industry's umbrella body, to set up a holding company to handle marketing.

*Privatisation and the Area Electricity Boards, Privatisation Discussion Paper 5, Electricity Consumers' Council, Brook House, 2/16, Torrington Place, London WC1E 7LL.*

THE ELECTRICITY Consumers' Council has backed proposals that the 12 area electricity boards of England and Wales should be sold off individually rather than be combined in a smaller number of big regional companies.

The council said in a report published yesterday that the distribution of electricity could substantially increase their influence over electricity production, "there is no overwhelming case for significantly reducing the number of distribution companies."

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*Privatisation and the Area Electricity Boards, Privatisation Discussion Paper 5, Electricity Consumers' Council, Brook House, 2/16, Torrington Place, London WC1E 7LL.*

## Introducing Joe Average and his tenth of a dog . . .

BY RALPH ATKINS

THE AVERAGE British citizen is a beer-swilling television addict owning about a tenth of a dog, reveals an official guide to Britain published today.

Britain 1988, compiled by the Central Office of Information, gives a picture of British life in the late 1980s. It is designed to be sold around the world in an attempt to explain to foreigners how the British live, work and enjoy themselves.

The 468-page guide finds increasing economic prosperity, with the British living longer and spending more on leisure. The guide shows that the UK had a population of 56.5m in 1986 - about the fifteenth-largest in the world. Life expectancy was about 71

years for men and 77 years for women.

Television is by far the most popular leisure pastime. In 1985, 86 per cent of households had a colour set and more than 50 per cent had two sets. The average viewing time for the population aged four and over was 27 hours a week.

Walking and swimming are the most popular sporting activities, while there is increasing participation in aerobics, yoga, squash and cycling.

Britain has a dog population of more than 8m and a similar number of cats for each.

About 60 per cent of the population took a holiday of four nights or more away from home in 1986. British

residents took more than 17m holidays overseas. The most popular foreign destinations were Spain, France and Greece.

More meals are being eaten out, with take-away and fast-food shops growing strongly. Instant coffee and poultry consumption increased while per capita consumption of bread, eggs, milk, butter, sugar and tea fell.

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About 60 per cent of the population took a holiday of four nights or more away from home in 1986. British

cial handbook produced on behalf of the Foreign and Commonwealth Office, includes sections demystifying the machinations of British government and its financial and parliamentary systems.

Other quirks of the British way of life are also explained. Hence public houses are a "traditional social centre for many people".

Cricket is "among the most popular summer sports" and is sometimes called "the English national game". Dart is played mainly in public houses as a casual game to account for drinking.

*Britain 1988*, an official handbook. HMSO. £12.95.

## BCal chief confirms he will quit

By Michael Donne

SIR ADAM THOMSON, chairman and chief executive of British Caledonian Airways, being taken over by British Airways, confirmed yesterday he would not be involved in running the merged airline.

Sir Adam, 61, who is believed to have received about £3m for his shares and options in BCal, said yesterday he would stay on "for a few more weeks to see the merger off the ground" but would then leave.

"I want to carry on working," he said. "I make no mistake about it. I would like the work to be travel or aviation-related, or I might go into something else."

He denied some press reports that he intended to set up another airline. "I am not going to start one," he said. "It would be tremendously difficult to do so and one hell of a job to start one up in opposition to British Airways."

Sir Adam admitted to being disappointed at the failure of the bid by Scandinavian Airlines System to acquire a large stake in BCal. "Yes, I was sad about SAS, as that deal would have kept BCal in being. But that's life. We had a good try."

"I would have stayed as BCal chairman and chief executive had the SAS deal succeeded. My original plan was to stay on until I was 65. Now there's a lot of clearing up to do, but I should be gone in less than two months."

## CBI asked to support drive against crime

By Peter Riddell, Political Editor

THE GOVERNMENT is seeking the support of the Confederation of British Industry in its campaign to encourage private sector companies to become more involved in crime prevention.

The aim is that companies should take part in schemes to create safer neighbourhoods in places where they operate and have manufacturing plants or retail outlets, and where most of their staff live.

Mr John Patten, the Home Office minister responsible for crime prevention, is due to see Sir David Nicholson, president of the CBI, on Monday to discuss possible initiatives to encourage business involvement.

The minister hopes that the CBI will pick up and publicise a recent series of crime prevention projects which involve more than just advice to lock and bolt factories.

A national crime prevention organisation is to be launched next month and there will be a large advertising campaign.

The Home Office has compiled a list of private sector projects. For instance, Norwich Chamber of Commerce, with police support, is sponsoring a scheme which provides rewards of £250 a week for information via an anonymous telephone line at King's Lynn, local companies are financing 24-hour surveillance of a previously crime-ridden housing estate where many of their employees live.

Among the companies closely involved in crime prevention are the high street banks such as Barclays, which has provided £25,000 over two years to finance the salary of a demonstration project co-ordinator at Knowsley in Merseyside. The industrial group Virgin Vines has provided £21,000 to contribute towards the salary of a project co-ordinator in Croydon.

Hanson Trust and National Westminster have both seconded staff to the Home Office's crime prevention unit.

Among others involved in such projects and in providing advice are Michael Bass, Halifax Building Society, J. Sainsbury, J. Sainsbury, General Electric Company, Metal Box, Faccal and International Business Machines.

## London unit trust companies merge

TWO London-based unit trust companies owned by foreign investors have merged. Duncraft Unit Trust Management, part of the French Lebelle group, has bought EEC Amro Unit Trust Management, owned by Amro Bank of the Netherlands.

Total funds under management will amount to some £80m.

Alice Rawsthorn assesses the impact of Richard Branson's Mates on the booming condom market

## Converting a generation to the idea of insulated sex

BY SIMON HOLBERTON

THE Bank of England yesterday announced the third and last of its experimental auctions of gilt-edged stock with a £1bn issue of medium-term gilts to be sold next Wednesday.

It said it would issue an existing stock - the 84 per cent Treasury Loan 1997 - which had partly paid and free of withholding tax to foreign investors.

Prices for gilt-edged stock with similar maturities to the auction stock weakened after the Bank announced auction terms. That of existing 84 per cent Treasury Loan 1997 fell 4% of a point to yield 9.70 per cent at the close.

The new plant will be in two adjoining factories totalling 20,000 sq m towards the cost of £1.5m.

The deal has been negotiated principally by Inward, the north-west's investment agency, and Marubeni, the Japanese trading house.

Despite losing top place among imported gins in the US, Beef- er's sales in 1m cases a year in North America cut off worldwide sales of 2.2m cases. City analysts said yesterday that control of Beefeater's marketing might enable Whitbread to regain market share.

The first stock will be designated 84 per cent Treasury Loan 1997. C. Dividend will be paid on March 1 and September 1. It will mature on September 1 1997.</p

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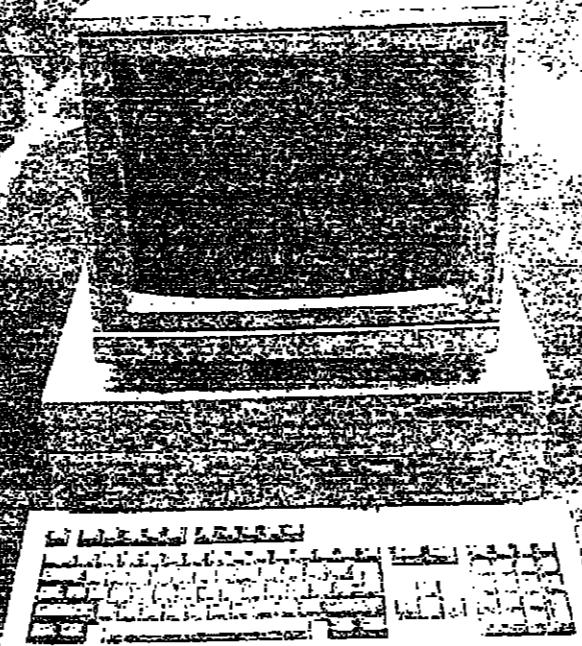
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## TECHNOLOGY

TWO KEY pieces of the UK Government's plan for reshaping British science with greater emphasis on exploitation dropped into place late in 1987.

Although just a beginning, each is an illustration of a feature which dominates Government thinking about research and development (R & D). They are also underpinned by a novel collaboration between academics: a kind of collaboration which the academic community – not only in Britain – has previously powerful resisted.

First came the Centre for Exploitation of Science and Technology (CEST). Envisaged as a British version of US think-tanks like the Brookings or Hudson institutes, CEST's role is to help improve Britain's ability to exploit R & D, imposed as well as home-grown. Above all, it will back up the Advisory Council for Science and Technology (ACOST), headed by Sir Francis Tombs, Rolls-Royce's chairman. ACOST in turn reports to John Fairclough, the Government's chief scientific adviser.

CEST was conceived two years ago as a missing ingredient in a nation which had neither a science nor an industrial policy. A study by the Government's technical advisers revealed a yawning chasm between industry and the science community. Tombs himself has been instrumental in persuading Britain's big science-based companies to find some £5m for CEST, and the Government has added another £1m.

"Our task is to encourage research in promising aspects of new technology where there are commercial opportunities which can be exploited for the national benefit," says Sir Robin Nicholson, chairman of CEST's steering committee. Nicholson, technical director of UK glass company Pilkington – one of 18 subscribers so far, of about 40 companies approached – preceded Fairclough as the UK Government's chief scientific adviser, and laid the foundations for the new plan.

From the start the idea has been that CEST should be hosted by a university, but operated as an independent centre under a strong chief executive, preferably someone with both academic and industrial experience. The successful bidders were a consortium of seven universities and polytechnics in north-west England, which pooled talents to make a compelling case.

The consortium won because the academics involved – led by Professor Mark Richmond, vice-chancellor of Manchester University where the think-tank is to be located – showed excellent understanding of the purpose of CEST and its objectives. It also had strong industrial backing in the north-west, says Nicholson. "It really had everything."

Nicholson stresses that CEST will not be an agent of either Government or its university hosts. "We really want to interact directly with industry and with the research community." Some universities saw it simply as a new source of income

## Topics from which next three University Research Centres will be chosen

- Surface science
- Synthesis and characteristics of semiconductors and novel materials
- Molecular sciences
- Lasers in manufacturing
- Engineering design
- Process simulation, integration and control (possibly joint venture between SERC and AFRC)
- High temperature superconductors (focusing on power engineering)

Sir Martin Wood



## Britain adds two pieces to the scientific jigsaw

David Fishlock explains how R &amp; D policy is being reshaped

that would be under their own control.

The second piece of the grand plan dropped into place in mid-December. Cambridge University was chosen to host the first of the Government's new University Research Centres.

Cambridge won because it could demonstrate that no fewer than five different departments were already collaborating informally on the subject chosen – the newly-discovered possibilities of ceramic superconductors.

The University Research Centres (URCs) have a vital role in the Government plan, as agents of change. They will be laboratories devoted to a specific scientific opportunity believed to have the promise of being exploitable within about ten years. The accompanying list shows seven topics from which three more URCs will shortly be chosen by Government research managers.

The idea is to set up and manage a directed research programme. Fairclough believes Britain must speedily set up 30 to 40 URCs to bring about the changes he seeks in British science. Those changes can be summed up simply as a science base more responsive to society's wishes.

Although CEST played no part in the Cambridge decision, it is expected to have a vital role in the grand plan, helping to identify the most suitable topics for other URCs. Fairclough himself was particularly keen that the first should focus on the new ceramic superconductors. He sees it as an opportunity which has aroused immense interest in society generally, but also a good test of academic readiness to break down traditional barriers and embark on truly multidisciplinary research programmes.

Sir Martin Wood, founder and deputy chairman of Oxford Instruments

and chairman of the Government committee responsible for co-ordinating superconductor research, says Cambridge was chosen because it already had in place some key features his committee was seeking.

Foremost was the informal collaboration begun early last year between leading scientists in the departments of physics (the Cavendish Laboratory), chemistry, materials science and metallurgy, engineering and earth sciences. Cambridge's so-called "high-temperature superconducting group" even had its own letterhead. It also had a lot of high-powered research tools already marshalled for fast start for the new programme. "I believe it is going to be a world-beating laboratory," says Wood.

As he sees it, this URC, backed by £5.3m from the Science and Engineering Research Council (SERC) over the next six years, will be the lead laboratory in a three-tier programme of Government support. The second tier will include such schemes as the Harwell-based club of companies and Oxford university departments, also expected to attract Government support, together with runners-up for the URC, such as Birmingham, Warwick and Liverpool universities.

The third tier will be smaller university and polytechnic efforts. SERC is expected to find an extra £1m in 1988 for academic research on new superconductors outside the Cambridge URC.

SERC has received about 70 proposals for URCs, says Professor William Mitchell, the council's chairman, and former head of the Clarendon Laboratory, Oxford's department of physics. He expects to fund three more URCs in 1988-89 – two with new Government money – and to choose the sites at the council's meeting next month.

Within the academic community, the URC is still regarded with considerable suspicion and resentment, as an infringement of the traditional freedom to pursue knowledge free from plebian restraints.

The Government invited written criticism of its proposals for change and by the deadline of end-October received 230 submissions. A collective one signed by 16 learned societies representing a wide span of science accused the Government of being "overconcerned with the means by which research is managed and directed." It disagreed strongly with the concept of URCs.

Professor Sir David Phillips, the eminent Oxford biophysicist who also acts effectively as chief scientific adviser to the Department of Education and Science, is widely seen as the man who is trying to foist this concept on Britain's universities, instead of simply fighting for more funds for the scientists to spend as they choose.

Phillips admits diplomatically that perhaps he has failed to share properly with the academic community his own abiding worries about the state of science in Britain. He believes funding has remained about the same in real-money terms – "steady state" – for the past 14 years, while the real cost of doing research has been escalating owing to something called the "sophistication factor". Like defence equipment – and for the same reasons – scientific equipment has been escalating in complexity and hence price much faster than the economy. Even what used to be seen as "small science" now needs several million pounds to set up.

On the other hand, Phillips reminds the scientists that a Government paper in 1971 warned that sci-

ence had probably already passed the peak of its growth in funding. The science community failed to heed this message. For 16 years it had tried to ignore the unpalatable fact that the only way to accommodate a budget that was not growing was through greater selectivity, and more internationalisation of its chosen projects.

"There are fundamental managerial and structural problems to be addressed," Phillips says. The URC attempts to address the problem of selectivity in science.

Mitchell says bluntly that in one important respect – namely the multidisciplinary basis of the URC concept – there seems to be widespread misunderstanding among academics. The idea is not to train generalists rather than specialists. It is simply to bring several different kinds of specialists to bear on the same challenge.

Mitchell dismisses as "total nonsense" the notion that management of research – implicit in the URC concept – will stifle initiative and discourage the young. As envisaged at present, each URC will have a small core staff provided with long-term funding, up to 10 years in some cases. But such centres will be used freely by both academics and students, either funded by grants or on secondment from a university or post.

URCs will be devoted to strategic research programmes, for which academics have proposed about 70 topics already. True, there will be industrial scientists on their steering committees but that does not mean URCs will be extensions of industrial research centres.

The URC concept better seen as a model rather than a blueprint, Mitchell says. He believes URCs are essential for the kind of structural changes Britain urgently needs to bring to its science. But it will not be the only way of supporting science in future. He foresees perhaps 20 per cent of research grant support going into the URCs.

The Cambridge URC will be in the Cavendish Laboratory and its director will be a university appointment, says Sir Martin Wood. The director will be responsible for co-ordinating its research both within the university and with other centres in the three-tier national programme. None of the founding five Cambridge scientists wishes to relinquish his own research for the post of director.

It was a difficult and time-consuming decision to make, says Wood – "probably the most difficult decision I've made." It was a very political decision inasmuch as it was being watched closely by John Fairclough who, together with his Cabinet Office science secretariat, had persuaded the Treasury to find new money for the URCs. "We were developing the theory of what a URC should be, at the same time as deciding where it should go," Wood explains.

## WORTH WATCHING

High-speed concrete takes to the floor

CONCRETE FLOORS can be laid at the rate of 2,450 tonnes a day by Machine Applied Laser Concrete, a subsidiary of Hughes Group (Holdings) of Llanelli in Wales.

Using a modified US-made machine, less than a day was taken to put down 530 cubic metres of flooring at the group's 36,000 square feet development at Pontypool, a task which the company claims would take anything from a week to 10 days using conventional labour-intensive methods.

Hughes Group has invested £0.25m in the machine, which uses a hydraulically operated vibration unit to drag and level concrete dumped on the floor area by lorries. The system speedily smoothes the concrete under the guidance of a laser levelling system. The problem the machine poses, says Clive Hughes, managing director, is "finding concrete suppliers who can keep pace with its monstrous appetite."

Edited by Geoffrey Charlish

## Toshiba pushes for super ship design

WHEN THE new, higher temperature superconducting alloys are available in commercial form, Japanese high technology shipbuilding venture will be in a good position to use them for fast "electromagnetic" ships which create no vibration and will be very economical to run.

The venture, sponsored by the Japanese Ministry of Transport and the Japan Foundation for Shipbuilding, has just tested the concept on a two-metre model, which achieved a speed of two metres per second (4.5 mph). But the designers, Toshiba, had to use high-cost, conventional niobium-titanium superconducting alloy systems, operating at liquid helium temperatures.

There are no propellers. Instead, a duct runs along the ship's length below the water line. Water entering the front is accelerated by a force, the screen unrolls using its own power supply, or the mains. In the absence of both power sources it can be pulled down by hand.

The thruster works on the basic electrical motor principle that a conductor carrying a current, placed in a magnetic field, experiences a force. In the ship's duct, the water forms the conductor and the electrical current is forced through it, across the duct, by means of two electrodes (plates) carrying a suitable voltage.

At the same time, superconducting coils produce a large magnetic field, also across the duct but at right angles to the electrical current.

Within three years, Toshiba hopes to equip a 150-tonne, 22-metre vessel.

## Curtain brought down on smoke and fumes

KOOLSHADE of the UK has introduced a fire proof curtain which can control the spread of smoke and toxic fumes in corridors. It can be stored on a roller tube and fixed in, or to, a ceiling.

The roller is held in position by an electromagnetic brake. When a suitably placed smoke detector senses a fire, the screen unrolls using its own power supply, or the mains. In the absence of both power sources it can be pulled down by hand.

Two curtains are available. One descends to just above head height (smoke and fumes descend from ceiling level) and the other is divided, with an overlap, to allow people to pass through while still inhibiting the passage of fumes.

The fabric used for the screen has been tested to appropriate British standards for surface spread of flames. It can be overprinted with emergency messages.

CONTACTS: Toshiba, Tokyo, 487 2104; Hughes Group, UK, 0562 756571; Koolshade, UK, 0705 454465.

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## Company Notices

YAMAICHI ADVANCED TECHNOLOGY FUND  
10A, BOULEVARD ROYAL  
LUXEMBOURG

## NOTICE TO SHAREHOLDERS

## NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that the 1987 Annual General Meeting of Yamaichi Advanced Technology Fund will be held at the Registered Office in Luxembourg, 10A, Boulevard Royal, Luxembourg, on Thursday 29th January, 1988 at 11.00 hours. For the purpose of constituting the following agenda, the Board of Directors of Yamaichi Advanced Technology Fund has decided to adopt the following agenda:

- To receive and adopt the management report of the directors for the year to 31 October, 1987.
- To receive and adopt the report of the statutory auditor for the year to 31 October, 1987.
- To grant discharge to the directors and the statutory auditor in respect of the execution of their mandates to 31 October, 1987.
- To receive and act on the statutory nomination for election of directors and the statutory nomination for election of auditor.
- To approve the earnings.
- To transact any other business.

The resolutions will be carried by a majority of those present or represented.

The shareholders on record at the date of the meeting are entitled to vote or give proxies. Proxies should arrive at the registered office of the company not later than twenty-four hours before the meeting.

By order of the Board of Directors,

J. P. Lemoine  
General Manager

THE BANK FOR FOREIGN TRADE OF THE USSR

announces that from 1st January 1988 its name has been changed to

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Commercial Register: PARIS B 552 120 222

1. The Ordinary General Meeting of the holders of undrawn floating rate notes 1988-1998 each year will be held on December 21, 1987, as appointed:  
- as permanent representatives : Mr. Robert Foulkes - 80509 MONTMAYEN (France)  
- as substitute representatives : Mr. Thierry CHARON, 1 bis rue de la Chapeau - 75020 LE PECQ (France)  
- as permanent representatives : Mr. Arnaud LAFORGUE, 32, rue des Entreprises - 75009 CHAMPS ELYSEES (France)  
- as substitute representatives : Mr. Arnaud LAFORGUE, 32, rue des Entreprises - 75009 CHAMPS ELYSEES (France)  
- as permanent representatives : Mr. Robert Foulkes - 80509 MONTMAYEN (France)  
- as substitute representatives : Mr. Thierry CHARON, 1 bis, rue de la Chapeau - 75020 LE PECQ (France)

The Board of Directors

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# Dear Mr. President, Help!

## Pan American Satellite

December 29, 1982

President Ronald Reagan  
The White House  
Washington, DC 20500

Dear Mr. President:

As you may know, Pan American Satellite, a U.S. company, will launch the first private international communications satellite within the next 90 days. Private international satellites, separate from the Intelsat system, were authorized by you in November, 1984, as being in the national interest.

Unfortunately, Intelsat, which is owned by the world's Postal Telephone & Telegraph authorities, has never shared your enthusiasm for competition, nor relished your directive which allowed limited competition to the Intelsat system. It responded by passing a resolution binding its member countries not to deal with U.S. alternative satellite systems.

For the past two years, Pan American Satellite has been trying to negotiate landing rights for its signals between the USA and Great Britain. We have had numerous meetings with both British Telecom and Cable & Wireless, both British communications carriers, to no avail. British Telecom and Cable & Wireless are being afraid of doing business with us for fear of reprisals from the European PTTs in markets they are trying to enter.

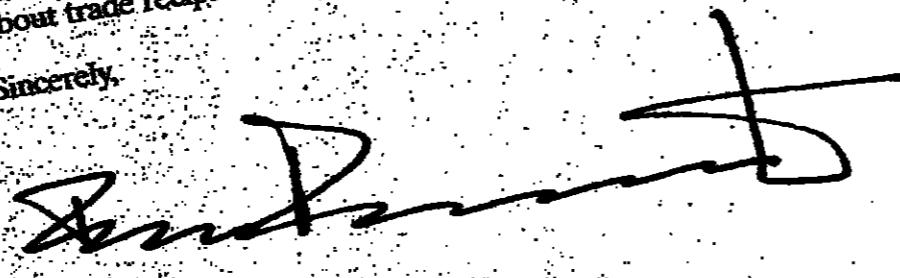
Yet, while we are locked out of Great Britain, Cable & Wireless is actively engaged in the telecommunications business in the United States. Recently, they applied to the FCC to provide international telephone service between the United States, France, India and Australia. This is a fortuitous opportunity for the United States to take a strong stand to back up its policies on separate international satellite systems and to open recalcitrant foreign markets to U.S. goods and services.

The State Department, Commerce and the FCC have all been diligently pressing your views with their counterparts in Great Britain. But Intelsat is well aware that its strategy to destroy U.S. alternative satellites becomes vulnerable if we are successful in securing British landing rights. Just how vulnerable is illustrated by the fact that Intelsat lobbyists are making the rounds in Washington pleading Cable & Wireless' case.

A word from you could be decisive. All Americans are aware of the role you and Prime Minister Margaret Thatcher played in successfully intervening with the Japanese government on behalf of Cable & Wireless and an American company, Pacific Telesis, when they were seeking to become part of the consortium that will build an undersea fiber optic cable link to Japan. Could you now remind Mrs. Thatcher of your help in opening up the Japanese market for Cable & Wireless, and then point out to her that one of your U.S. companies is having a similar problem getting into her country.

My experience is that it will take this kind of reminder, coming from the top, to gain our entry into Great Britain. This, plus no action by the FCC on the Cable & Wireless application until Great Britain opens its market to U.S. separate satellite systems, should get the message out that the United States is serious about trade reciprocity.

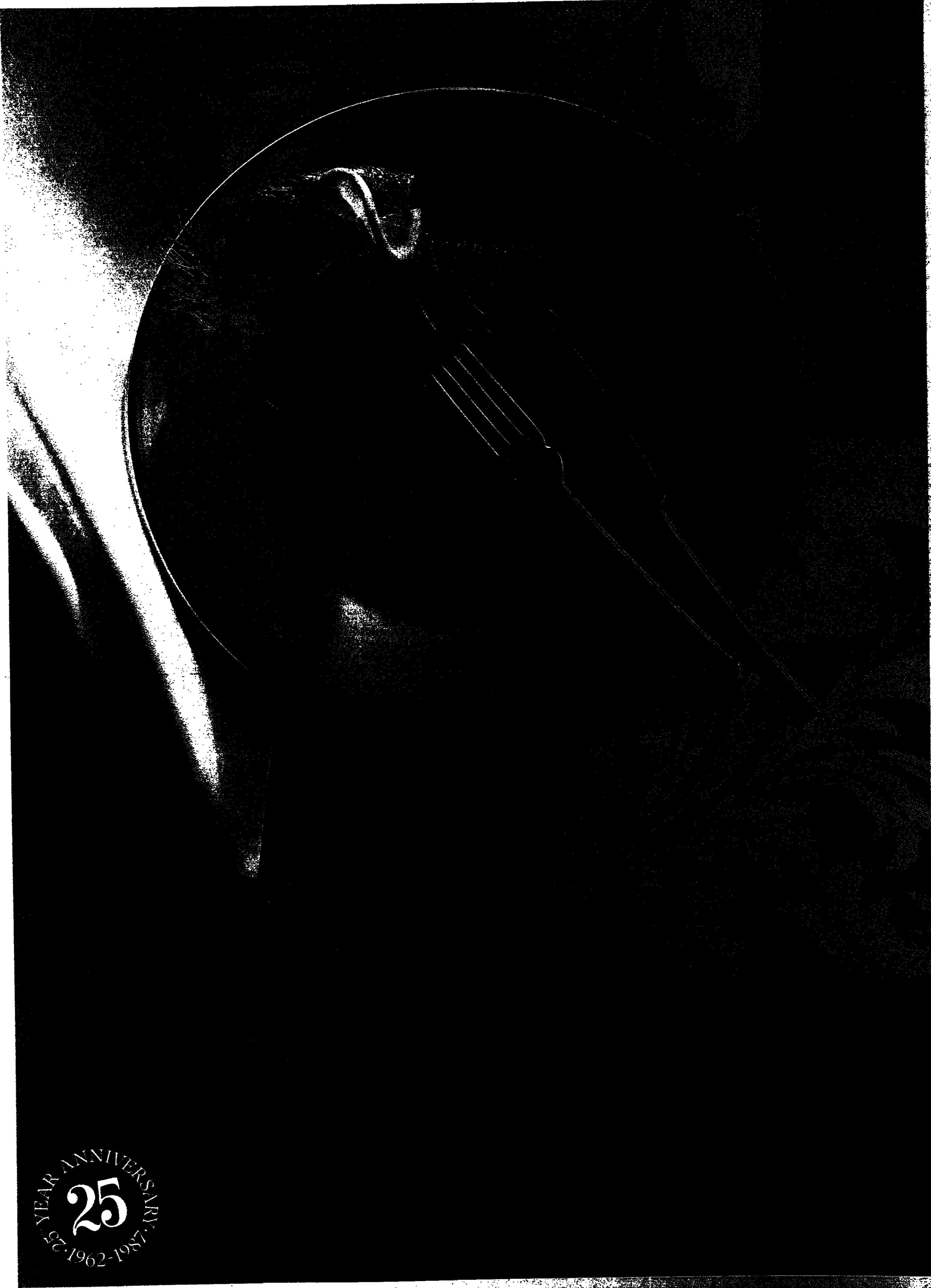
Sincerely,



Rene Anselmo, Chairman  
Pan American Satellite

\*Text condenses and paraphrases a letter sent to President Ronald Reagan by Rene Anselmo, Chairman, Pan American Satellite.

25  
YEAR ANNIVERSARY  
1962-1987



# FINANCIAL TIMES SURVEY

The conferences and exhibitions industry has continued to be one of the most buoyant of Britain's marketing services sectors. David Churchill explains why this is so and argues that there is still room for growth to meet the increasing demand for better communications

## A handshake of success

THE CONFERENCE and exhibition business in the UK and overseas continues to go from strength to strength. Bringing together groups of people is increasingly being seen as one of the more effective marketing and communication tools in the 1980s.

Yet, paradoxically, conference and exhibition organisers are facing more scrutiny than ever before from companies which are seeking greater value for money and wanting to target their audiences more closely.

This extra scrutiny reflects in part the fact that companies are taking conferences and exhibitions more seriously than before, when many felt they were just an excuse to have a good time rather than do serious work.

The other reason for the increased scrutiny is the rise in costs, especially for exhibitions. Figures from the Incorporated Society of British Advertisers show that during 1988, rental costs for exhibition stands rose by just under 10 per cent, compared with an increase of 3 per cent in the previous year.

Exhibition stand construction costs are also calculated to have risen by about 10 per cent in 1988, making it clear that the cost of appearing at an exhibition is running well ahead of the general inflation rate and ahead of many other forms of media.



## Conferences and Exhibitions

UK conference and exhibition sectors, at the Business Design Centre in Islington, North London between January 13 to 15.

All the leading conference venues and hotels will be represented at ConExpo and the exhibition space was sold out some four months ago.

Another key factor in the growth of conferences has been the increased willingness of companies to use conference facilities to train their staff in improving quality of service throughout the company.

"In the past we were involved almost exclusively in helping our

clients to communicate with their salesmen and with dealers and distributors," says Mr Peter Berners-Price, chairman of specialist conference company Spectrum Communications. "But we are now more often communicating with other employees as well."

Mr Berners-Price suggests that these changes call for similar moves in the supply of conference facilities. "The operation that was satisfactory for dealing with the occasional sales or dealer conference is simply not adequate for dealing with the more regular and broader range

of group communications and training," he says.

"Client companies are starting to appreciate the value of the kind of continuing relationships they have always had with their advertising agencies. A few years ago Ford led the way when it gave the whole of a year's conference work to one production company and other companies are currently considering this."

The BTA is very conscious of the importance that conferences and exhibitions play in generating revenue from overseas. It estimates that UK conferences earned a record £100m from 213,000 overseas visitors in 1988.

"Britain now has a 10 per cent share of the market for international conferences and association meetings," says Mr Medlicott.

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Unusual venues: the right atmosphere 3

competitive market for top conferences and exhibitions worldwide. Later this year, for example, the new Hong Kong Convention and Exhibition Centre opens with a conference hall for 2,800 delegates and an exhibition area of 18,000 square metres.

Allied Dunbar, the financial services group, is one of a number of UK companies which has already used Hong Kong as a venue. "The decision to use Hong Kong was a combination of value for money, suitability of conference facilities for a large delegation plus the undoubted appeal of the Far East," says Mr Patrick Purdon, conference director for Allied Dunbar. "We would consider returning to Hong Kong in the not-too-distant future."

Allied Dunbar is not alone in taking some of its conferences to overseas destinations. While the UK has attractions for many overseas companies and groups as a conference destination, a similar appeal exists for British companies wanting to stage a conference overseas.

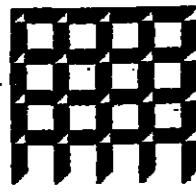
It makes considerable sense to take executives or customers to a captive destination where they can be told about corporate objectives. Yet much of the growth of conference travel in the 1980s has been of an incentive nature, as well as straightforward work trips.

While conference and incentive travel continues to grow, some companies are finding that they have to turn to more exotic destinations such as the Caribbean or the Far East - to maintain interest.

Will the conference and exhibition industry continue to expand in the 1990s? There has been a cyclical element to the business in the past - conferences and exhibitions held every few years or in different countries, for example - but most observers remain optimistic.

"Although the UK exhibition industry has been expanding steadily over a number of years, it is interesting to contrast our situation with that of Germany," points out Mr John Cole, marketing manager of Birmingham's NEC. "German companies on average reserve 25 per cent of their promotional budget for exhibitions, while in the UK that figure is nearer to 10 per cent."

British companies may still balk at spending a quarter of their promotional budget on exhibitions, but there is clearly room for the exhibition industry to persuade the corporate sector to spend more in the years ahead. This, allied to the strong demand for conferences of all sizes to meet the growing needs for group communication, should leave the conference and exhibition industries well placed for the 1990s.

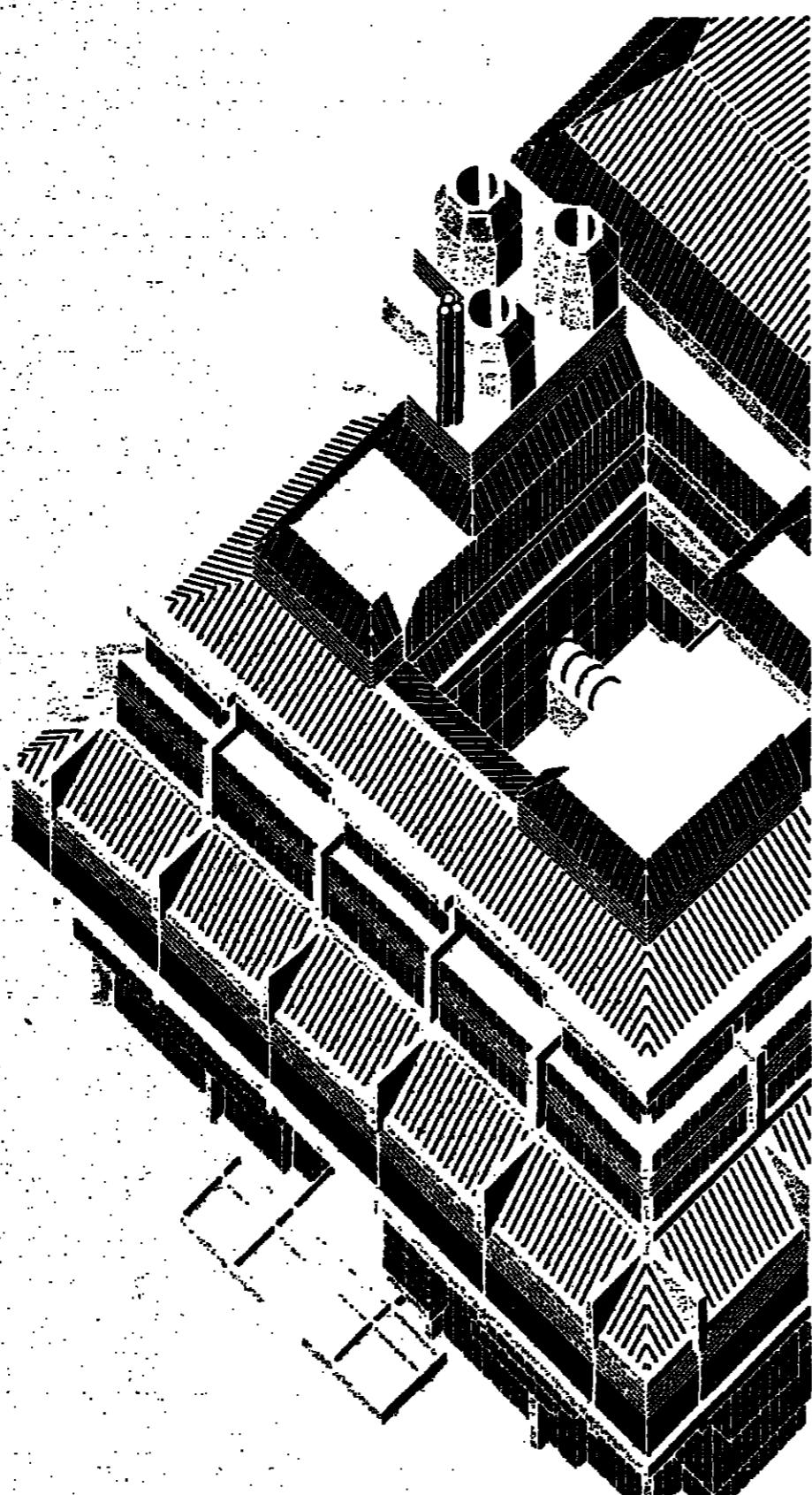


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Situated in the heart of Westminster, close by the Houses of Parliament, The Queen Elizabeth II Conference Centre has been designed for everyone who requires the very best in modern conference facilities. As many as 1200 can gather in the main rooms, or a small group discuss in one of 50 suites. The luxurious surroundings provide international, governmental levels of security. Clients have access to the very latest communications technology and first class catering is provided by Leith's at The Centre.

For further information please contact: The Marketing Department, The Queen Elizabeth II Conference Centre, Broad Sanctuary, London SW1P 3EE. Telephone 01-222 5000.

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In Autumn, 1989, we're opening Earls Court 2, a 17,000sq. m. exhibition hall, and the biggest to be built in London for fifty years.

Our new Olympia 750 delegate Conference Centre goes from strength to strength.

For further details of the Earls Court & Olympia Group contact Chris Vaughan on 01-385 1200 or write to him at Earls Court Exhibition Centre, Warwick Road, London SW5 9TA.

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## CONFERENCES AND EXHIBITIONS 2

Does it pay to exhibit?

## The crunch test of value for money

**THE WORLD** Travel Market held last month at London's Olympia exhibition centre brought together 2,250 exhibitors and almost 45,000 visitors — making it, by far the most successful exhibition ever for the world tourism industry.

It was first held at Olympia in 1980, the result of an idea conceived jointly by Reed Exhibitions and the British Tourist Authority. Since then, the exhibition has expanded to include all available space at Olympia and exhibitors are now grouped into regions of the world, making it easier for visitors to find their way from one continent to the next.

But like all conferences and exhibitions, the World Travel Market (WTM) was expensive in terms of resources and time used for both visitors and exhibitors. Are such events worth it?

"Without doubt, the WTM is the event at which to renew contacts and establish fresh ones," says Mr John Howard, managing director of Hertz UK.

"We have always found it essential and invaluable to have a presence at this annual trade event to endorse our support of

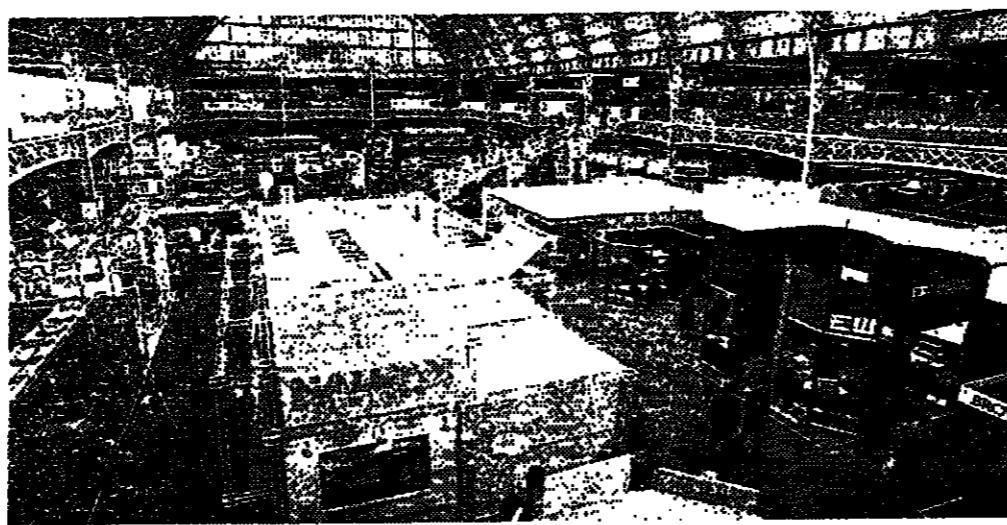
the industry and to launch our new programmes for the coming year."

The Swedish National Tourist Office, another regular exhibitor, Ms Birthe Hunz, its director, says she was very impressed with the high numbers and high quality of visitors at the WTM. "Not only was a great deal of business done between exhibitors and visitors, but also between the exhibitors themselves," she adds.

Yet not all exhibitors at such events come away satisfied. Surveys have shown that exhibitors are concerned at the quality of those attending as their No 1 priority, followed closely by the value of the venue itself.

Mr Peter Cotterell, managing director of Unibrand Training, also emphasises the problems caused by poor stand location at many exhibitions.

"More potential customers may visit an exhibition than the sales force is likely to see in the rest of the year," he says. "It makes good sense therefore to ensure that, consistent with budgetary and other constraints, the best site available is secured."



It seems to pay for those in the business ... the Money Exhibition at Olympia

The problem is that exhibition halls — like restaurants — have both good and bad locations. It is important in an exhibition (although not in a restaurant) to have the maximum traffic flow around every stand. But since many exhibition halls have notorious "black spots", where few visitors pass by, it is important to visit an earlier show at the exhibition venue to observe the pathways that visitors tend to take.

Yet even such advance planning can come unstuck if visitor patterns change because of particular exhibitors. Just as being located next to Marks and Spencer in the high street is the property location policy for many other retailers, so it is important to be aware of where the stands

of most interest are likely to be located.

Other hidden pitfalls, identified by Mr Cotterell, include being located too close to the entrance to the exhibition. Organisers often want high-profile names to be situated near the front of the exhibition, to impress visitors with the quality of participants. But many people walk quickly into and out of an exhibition and often do not stop at the first or last stands they come to.

Once an approximate position for a stand has been decided on, Mr Cotterell advises checking on basics, such as overhead plumbing, the height of the ceilings, and trailing wires.

"In our experience the best place may be the most elongated that the budget will stretch to," he suggests. "The greater the frontage of the stand, the longer it takes to walk past, giving the exhibitor more chance of catching the eye and interest of passers-by."

Conference organisers do not have an easy time of it, either.

Their research has also shown that choosing a venue is the single most difficult aspect of the job, although this may partly be due to the fact that most conferences are not actually organised by professionals but by people who take on the task in addition to their main corporate responsibilities.

Hotels are perhaps the first choice for many conference organisers, not only because of the conference facilities but also because they provide the catering and accommodation infrastructure.

What makes a good conference hotel is little different from that which marks out good hotels of any type. If it is a good hotel then conference organisers will want to go back and that reputation will spread.

The signs of a good hotel include close liaison between various departments, such as banqueting and room service. The organisers should not be expected to deal with demarca-

tion disputes between departments and should ideally have only one hotel employee to deal with, specifically delegated to handle liaison matters.

A further sign of a good conference hotel is the provision of an office that can be used by the conference organisers — instead of a hotel bedroom — as well as flexible meal arrangements for the organisers.

Mr Stewart Bannister, Holiday Inn marketing vice president for Europe and Africa, says the Middle East agrees. "Hotels of every type and kind in the UK and throughout the world are becoming more aware that the conference business is a vital part of their market and competition in this area is fierce," he says.

What this means, therefore, is that hotels will go to great lengths to keep corporate customers happy. Holiday Inn's new Malta hotel, for example, has been transformed into a TV quiz game studio, mimicking Olympic spirit, and similarly battlefield, all at the request of various conference organisers.

However, the internationally-acclaimed top hotels of the world do not necessarily have to go to such lengths. The Hong Kong-based Mandarin Oriental Group, for example, is popular for top-level conferences. Last year the Mandarin Oriental in Hong Kong was voted best hotel in the world by readers of Business Traveller magazine, while its sister hotel, the Oriental in Bangkok, was voted top hotel by readers of Institutional Investor magazine.

A keen competitor with the Mandarin Oriental hotels for the top end of the market is the Regent Hotel chain. In March, for example, the Pentax company is taking a group of 100 to stay at the Regent in Bangkok for an international conference.

He also points out that conference organisers should do their homework before making an initial inquiry of a hotel. "Vague inquiries bring only vague responses," he says.

But at the end of the day how can you be sure of getting value for money? Some companies now carry out conference or exhibition audits — either carried out internally or by an outside specialist.

When the Prudential Corporation launched a new corporate identity last year, it held a major presentation in London attended by some 8,000 staff and followed by office presentations. It was important for the PR to find out if its message had got across, so it employed a specialist conference organiser to carry out an audit of reactions.

The hotelier is paranoid about perishability — the loss of revenue from a bedroom left unsold for a night," he says.

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Each one of these highly trained executives, located at our four London Inter-Continental hotels, have the expertise and style to ensure your conference or meeting is managed with precision and finesse.

And each hotel guarantees you the highest quality of service and attention to detail. You can be absolutely sure you're getting the best standards that London has to offer.

What's more, across our four West End locations, you've got a wide choice of the best conference and banqueting facilities as well as ideal meeting rooms, whether you're organising meetings for 5-50 people or a conference from 10-1000.

So if you want your next meeting to run like clockwork, don't cut corners, go to the top and talk to the professionals. You'll find them at any of the four Inter-Continental hotels listed below. For immediate action call our Group Conference Reservations telephone number and ask for a copy of our Conference Planners Meeting Guide.



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The May Fair Inter-Continental

Stratton Street London W1A 2AN Tel: 01-629 7777

The Portman Inter-Continental

22 Portman Square London W1H 9FL Tel: 01-486 5844

## Hotels

## Keeping corporate customers happy

THROUGHOUT THE world, hotels are the lynch-pin of the conference and exhibition business.

Not only do they provide the catering and accommodation facilities, but they are also major venues in their own right for holding a business conference or exhibition.

Not surprisingly, therefore, hotels both large and small compete vigorously for conference and exhibition business, which accounts for a major slice of their revenues.

Mr Stewart Bannister, Holiday Inn marketing vice president for Europe and Africa, says the Middle

East, Hilton International hotels out-side the US.

Thus, together with the Grand Metropolitan group which owns Inter-Continental Hotels, three of the largest hotel chains in the world outside the US are now in UK hands.

"Conferences and incentives now account for over 7 per cent of our business worldwide and we expect that figure to increase to nearer 10 per cent by the end of the decade," says Mr Richard Hodgson, European marketing director for Inter-Continental.

"We have also seen conferences and exhibitions as one of its key growth markets and has recently refurbished over 16 of its hotels

in the UK and abroad to provide better meeting and conference facilities.

Mr Andrew Bould, Ladbrooke's sales and marketing director,

chose Trusthouse Forte's Meeting Point programme.

Meeting Point offers a computerised system which enables companies to check easily on the availability of any of the 1,000 meeting rooms spread over 200 hotels in the UK. "It makes it easy to buy through central reservations," explains Mr Chris Beaumont, the director.

"The client can plan his itinerary from behind our computer terminal."

While hotel facilities usually have facilities for large conferences, it is the smaller meetings which are the current growing trend. "The market is growing at an enormous pace," says Mr Bould from Ladbrooke Hotels.

The reasons include a greater emphasis on training, employee motivation and strategic planning which require small meeting facilities away from the office and interruptions.

London's St James Court Hotel, a popular central London meeting place because of its Westminster location, has recently built four new conference rooms ranging in size from 600 to 1,000 sq ft. Its conference facilities — used recently by companies such as Short Brothers and Crown Eagle Communications as well as the Institute of Economic Affairs — include health and fitness centres.

Luxury country houses are another popular choice for small meetings or conferences. The Craignairroch Hotel, County Cavan, situated near Balmoral in Scotland is rated as a four-star luxury hotel, based on 29 acres of woodland. Shell Oil (UK) clearly finds this a tranquil setting since it has used the hotel 12 times since it opened 2½ years ago.

Some 24 other luxury country houses used for small conferences are now marketed by the Pride of Britain organisation in an attempt to maximise conference revenue.

David Churchill

## incentive travel

## Falling dollar brings far-off rewards

Short-haul destinations to Europe are still the favourite, accounting for about eight out of every 10 conference or incentive travel overs.

But as more and more people become used to travel travel, so it has increasingly become necessary for incentive organisers to find new and more interesting destinations.

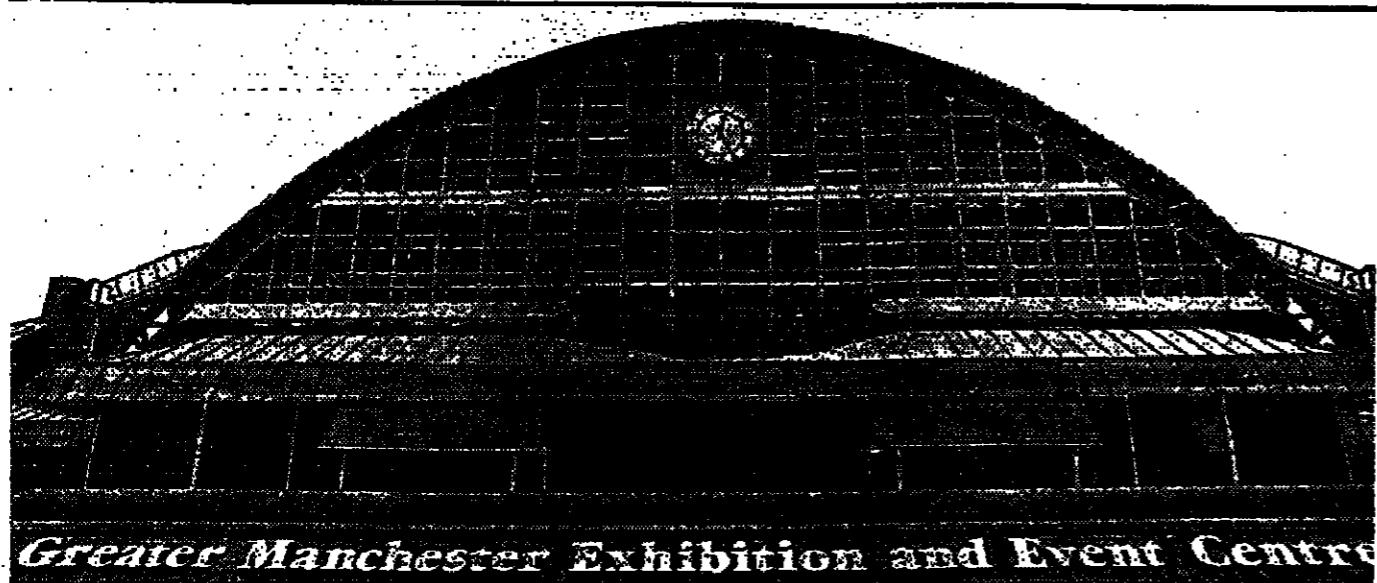
"Companies already rewarding their staff with travel are looking for something just a little different to give extra motivation," says Mr Colin Cooper, conference and incentives manager for Princess Voyages, a cruise subsidiary of P&O. "We are currently receiving four times as many inquiries for fly-cruise arrangements as at this time last year."

Hoover, the appliances company, sent an incentive group with Princess Voyages to the Mediterranean last year and this year is planning two further incentive trips to the Caribbean. "Sea Princess wants to give a lifetime of travel," it will be long remembered by all those who participated and will be very hard to beat," says the company.

Florida and the Caribbean are two of the most popular "new" incentive destinations. Florida especially has the attraction of Disney World while the Caribbean provides almost-guaranteed sunshine and a very relaxed lifestyle.

"Weiland US will now be significantly cheaper for conferences and incentives," points out Mr Tommison.

## CONFERENCES AND EXHIBITIONS 3



Greater Manchester Exhibition and Event Centre

Manchester's former Central Station has been successfully refurbished as an exhibition centre

Regional facilities are expanding. But so is demand

## The more, the merrier

SO FAR, so good. The tremendous expansion of exhibition and conference facilities in the UK in recent years, not least in the regions, has tapped a growing market. The National Exhibition Centre (NEC) in Birmingham which opened in 1976, showed what could be done. Then two years ago came the Scottish Exhibition Centre (SEC) in Glasgow, adding 19,000 sq metres, and in the spring of 1986, G-Mex in Manchester, with its 10,000 sq metres.

Now the NEC is absorbing another \$40m investment from the City of Birmingham which will add three new halls in the next year. It is part of a plan which will eventually double the display space of the NEC to a projected 200,000 sq metres. By January next year the NEC will cover 126,000 sq metres, making it easily the biggest complex of its kind in the UK. Earl's Court in London approaches 80,000 sq metres.

Market forces would suggest overkill. In practice, this increased supply seems to have stimulated demand. The UK was starved of exhibition and conference facilities and as a result

British industry made this market tool a low priority.

In Germany, companies, on average, devote 25 per cent of their promotional budget to exhibitions. In the UK the figure is less than 10 per cent. But it is growing very rapidly: before the opening of the NEC it was nearer 3 per cent.

Companies are discovering just how useful exhibitions are as a sales and promotional technique, and there is an increasing desire to link them to conferences.

And, as the success of business becomes dependent on the extent of information, audiences, local, national, and international, are also growing.

In 1986 the Incorporated Society of British Advertisers estimated that British companies spent \$285m on exhibitions. The NEC took 40 per cent of that. It has been a resounding success, returning to its backers, the City of Birmingham, a \$3m profit in the past financial year; on a turnover of \$26m. It held 80 conferences in 1987 and had customers on 340 days of the year. Increasingly, it is home to small specialist exhibitions, such as the Fare Court Marketing gathering, but its *raison d'être* remains

to ensure that the UK has the space to rival the continental exhibition centres at Dusseldorf and Milan.

This year should be a good one, thanks to the buoyancy of the British economy. Among the major exhibition books are the Motor Show, IPPEX (for printers) and the major machine tool exhibition. And, at the start of 1988, the NEC shows its other face by hosting the European Figure Skating Championships, the first time the UK has organised them for 50 years.

Conferences are held at the NEC, especially the AGMs for British Telecom and British Gas, which now cater for their millions of shareholders although they know only a minimal number will turn up, but this is seen as a separate business.

Now Birmingham is hoping to repeat the success it has had with the NEC by building an International Convention Centre in the heart of the city which will open in the spring of 1991. The project is costing the city \$121m, helped by an EC grant, and will cater for conferences and special events, such as the British Dental Association and the Royal College of Nursing.

Like the NEC, it has felt the need for improved conference facilities and a \$20m hotel and conference complex is now rising on its 64-acre site. When the additions are completed in the spring of 1989 the SEC moves up

offering 3,000 sq metres of exhibition space.

This is really a different, if allied, enterprise, and only one or two organisations a year will use both the NEC and the Convention Centre. But with the same management team running it as the NEC, it will offer a stiff challenge to existing conference facilities in the UK.

The SEC does not regard itself as a regional or even a national centre: it sees its market as the world. Some justification for its ambitions was provided when a poll organised by the leading trade journal in the field voted it the best international exhibition centre. In its first two years it has achieved its capacity bookings of 54 per cent in Year One and 47 per cent last year, chalking up such major events as the CBI national conference and exhibition, as well as the gatherings of the British Dental Association and the Royal College of Nursing.

Like the NEC, it has felt the need for improved conference facilities and a \$20m hotel and conference complex is now rising on its 64-acre site. When the additions are completed in the spring of 1989 the SEC moves up

from 30th to 11th position among the exhibition and conference venues of Europe.

Actively seeking new major exhibitions which can be held regularly in Glasgow, the SEC sees less scope in tempting away well-anchored events from the Continent or elsewhere. It is concentrating on the health industry, and in March is hosting two important conferences, one for buyers of medical goods, the other for cost controllers in the health field.

And it has regular national shows such as the Scottish Motor Homes Exhibition, with 260,000 visitors last year, and the Scottish Motor Show, with 170,000 admissions, to fall back on. In 1988 the SEC aims for a 68 per cent capacity and a profit, giving some return on the \$80m investment in the venture by the banks and its local and regional government shareholders.

G-Mex in Manchester, the major new regional competitor to the SEC, is a very different animal.

It has a prime city centre site, but is housed in Victorian splendour on land which is being reclaimed from blight and now promises to become positively trendy. It is developing conference facilities rapidly, with the new hotel, which has sprung up close by in the last 18 months to supply those back-up needs.

With 10,000 sq metres of space, G-Mex has hosted over 60 exhibitions in 21 months and attracted 1.8m people. When not booked, in the off-months of midsummer and midwinter, it is in increasing demand as a sports and concert venue. G-Mex has all the usual events, such as the northern Ideal Home Exhibition, and traditional industrial shows like the Clothing Machinery Exhibition, but places great confidence on its business. Mr Frank Winter, chairman, the 'X' factor, the special feel of the place, to attract and keep customers.

Other centres feed the growing market from the other end, from the strength of their conference facilities. This accounts for the continuing popularity of towns like Harrogate and Brighton as conference (and, to a lesser extent, exhibition) centres. The big jamborees attract all the attention but as business breaks down into smaller units and becomes more service-oriented there will always be a need for experienced suppliers of a more tailor-made, more urban conference and exhibition environment.

Antony Thorncroft

## Unusual venues

## Where to hire the right atmosphere

BEING ABLE to brush shoulders with Her Majesty the Queen, swap stories with Mike Gatting or famine relief ideas with Bob Geldof is a measure of just how interesting a conference or exhibition venue can now be made for delegates.

The celebrities will not, unfortunately, respond as they are waxworks from Madame Tussaud's but this London tourist attraction epitomizes the range of unusual venues now on offer to conference organisers.

The Birmingham Metropole Hotel, Gleneagles in Scotland and the Imperial Hotel, Torquay, repeatedly take the bouquets for the most efficiently and professionally-run conferences but there comes a point for those companies holding a branch of conference on a regular basis when cavernous hotel ballrooms and purpose-built 'black box' venues like the NEC appear charmless.

Zoos, theatres, racecourses, museums, art galleries and stately homes are increasingly solving the problem. They can be relied upon for easy access, some have good leisure facilities if needed, high standards of food and professional staff who understand the precise requirements of a conference organiser.

Historic houses and country houses were the first on the bandwagon, quickly realising the potential source of revenue in such events. One of the shortcomings in staging anything in this type of venue, however, is that they can rarely seat more than 300 inside. But hiring a modular structure to be erected outside the premises can usually solve the space problem while still giving delegates the feel and atmosphere of the historic venue.

Brocket Hall, at Welwyn Garden City, is probably one of the most experienced stately homes in staging large conferences for around 500 delegates but Burton Constable Hall, an Elizabethan house built in 1570 in North Yorkshire, can seat as many as 750 in its Riding School, or a few as 150 in its entrance hall. Accommodation is catered for by a choice of five luxury hotels while the hall itself offers 200 acres of landscaped parkland, designed by Capability Brown, and a 22-acre lake for boating and fishing.

Peter De Savary's Littlecote House in Hungerford, Berkshire, has made the headlines for its unparalleled collection of Cromwellian armour and the only complete Cromwellian chapel in

the world. It can take a reception or theatre-style conference for up to 300 but offers only five double bedrooms. Leisure facilities span an indoor swimming pool (private bookings only), paradise, and rare breeds farm.

On a much smaller scale, north of the border is Drum Castle in Edinburgh. Built by Aberdeen's first provost, Richard Cemment, in 1280, it boasts 400 acres of park, farmland and woods containing a section of the oldest part of the Caledonian forest on the east coast. Its dining rooms can take a banquet for 24.

For conferences of longer duration a wide range of leisure facilities is essential. Goodwood House, West Sussex, offers tennis, swimming and golf, while Leeds Castle in Maidstone, Kent also caters for the more unusual pastimes of clay pigeon shooting, hot air ballooning, archery, medieval jousting and croquet.

Tapping Britain's heritage for an unusual conference venue is easy, as so many unspoilt properties are available for hire. In contrast, large purpose-built properties need not lack atmosphere.

A favourite with several organisers is Ellington Park, a motor museum at Cophurst, just 10 minutes from Gatwick Airport. It houses a unique collection of vintage and classic cars and there is a nine-hole golf course. It can take a group as small as 20 school-room style (seated behind tables) or as many as 600 theatre-style in its Museum Suite.

Nightclubs can also serve as conference venues and London's Hippodrome in Leicester Square can cater for up to 1,600 people with state-of-the-art lighting and sound systems, including krypton and argon lasers, for the more hi-tech functions.

Fulham Football Club hires out its Riverside Suite overlooking the Thames for up to 300 for

a reception or 150 theatre-style (accommodation is at the nearby Novotel hotel) while a favourite of Spectrum Communications is the all-weather playing surface at Queens Park Rangers football ground, ideal for car launches, product promotions or in-company sports tournaments.

Even an old church is available for private functions in London. Now run as a private dining club, The Belfry (off London's Belgrave Square) dates back to 1830 and was originally a Scottish Presbyterian church. Its domed Belfry Room, complete with night sky mural, takes 50 for a banquet or 60 for a reception, while larger groups may use its ground floor restaurant.

If you want a sumptuous feast then perhaps the Bluebell Railway might fit the bill. Chugging its way through Sheffield Park and Horned Kestrels in Sussex, this steam railway can be chartered between 9am and 10pm any day except Christmas Day and has seating capacity for 300 people, room for 200 for a reception or 100 for a banquet.

Limehouse Studios, Britain's biggest independent TV production centre, may be hired only when the two studios are not in use. Surrounded on three sides by water in London's Docklands, this modern venue can take between 50 (school-room style) to 500 for a reception but its reception area, mezzanine level and slop are also available for groups of between 50 and 200. Naturally, it boasts excellent technical facilities, but would need dressing up at the two studios are what are known as 'black box' venues.

The cavernous dark vaults of the London Dungeons give different meaning to the term.

Dramatic lighting and eerie sound effects give this medieval dungeon exhibition the opportunity for up to 400 people to be scared wits.

And, last but not least, a venue for more innocent fun is the holiday village of Centerparcs in Sherwood Forest, near Nottingham. The Travel Organisation recently organised a 10th anniversary there over two days for a computer client and pronounced it a huge success.

Ample accommodation - in villas - together with shops, water rapids and a wide range of sports facilities (a hotel is also planned) is spread over 450 acres, which gives plenty of scope for even the most imaginative conference organisers.

The BTA publishes an annual guide to unusual venues, *Meet in Britain's Interesting Venues*, price £5 from its Business Travel Department, Thame Tower, Blacks Road, Hammersmith, London W6 9EL.

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## London

## First port of call for US trade visitors

IN LINE with other areas of media expenditure, total UK exhibition spending doubled from \$202m in 1980 to \$430m in 1986, according to figures from the Incorporated Society of British Advertisers. Public exhibitions account for \$250m of the total.

Together, Earls Court and Olympia took 40 per cent of the market. These two complexes currently handle around 80 exhibitions and 3m visitors annually. Both are owned by P & O, which has invested over \$25m in the past five years on modernisation schemes, including a second exhibition hall, Olympia 2, and a 450-seat \$2.5m conference centre, opened in September last year.

This will be followed in autumn 1988 by the opening of a 17,000 sq metre exhibition hall costing \$2m at Earls Court. Combined with the existing exhibition hall, it will offer 60,000 sq metres of floor space and parking for 1,000 cars. It will also bring 200 jobs to the area.

After steady growth, spending on public exhibitions increased dramatically by \$50m between 1984 and 1986. This expansion is expected to increase further. Mr John Burt, head of London's Convention Bureau, believes that there will be more exhibitions coming to the UK, particularly from America, with London as the first port of call.

Over the next few years, we expect to see a growing number of American trade visitors and shows coming here, to improve their sales abroad," he says. As the American market is so large, until recently, only the major companies thought of expanding.

Now trade associations are being set up to help the smaller companies sell their products here. They will be using London to enter Europe."

Before the Americans start arriving in significant numbers, London itself has become a Mecca for UK exhibition and conference work. Some 249 will be held there. Mr Burt estimates that between 100 and 200 conferences are held in the capital daily. "There could be as many as 20,000 in a year," he says.

According to figures published by the International Passenger Association, trade fairs and exhibitions accounted for spending of \$53m in 1985, just 2 per cent

of the visitor market, while total expenditure in the business market was \$280m.

In 1986, terrorist activity and the Chernobyl disaster caused a shortfall in tourist spending. Of the 9.1m visitors business expenditure increased to \$1bn, 29 per cent of overall spending.

While Earls Court and Olympia remain the giants of London's exhibition world, the building of the London dome at Royal Dock, will provide a major exhibition hall. In Islington, robust first year figures have been reported from the \$10.5m Business Design Centre, which opened its glass doors in October 1986. The 28 exhibitions of that year attracted 120,000 visitors and 42 shows have been booked for 1988. This venue, unusually, offers permanent showrooms surrounding the exhibition floor and a four-room conference facility.

Companies holding conferences in London can spend up to \$1m or beyond in efforts to impress their messages on their staff.

Multinational conferencing is attracted by London's \$54m Queen Elizabeth Conference Centre, which was built to offer a high security building for government-level meetings. But UK business continues to be attracted to venues like the Wembley Conference Centre and Exhibition Halls.

Sales manager Jane Edey says

## Corporate structure

## How APV rewrote its recipe

Christopher Lorenz examines how the UK-based food and drink machinery multinational has been able to integrate several takeovers around the world in a matter of months

WHEN A company changes its name twice in under a year, it has some explaining to do. When the "new" name is a return to the one-before-last, it usually signifies not just managerial vacillation, but real trouble in the boardroom.

APV, a leading multinational maker of processing machinery for the food and beverage industries, is an exception. Having relisted itself APV Baker last March after an agreed takeover of Baker Perkins, fellow British-based process engineer of nearly equal size, it is now reverting to plain APV.

Foreseen quietly last September, the change was yesterday given an all-out public launch along with a spanking new visual image, a glossy corporate advertising campaign, and a major employee communications programme.

The birth of the "new" APV results not from a widely heralded triumph of APV over Baker in the months since the takeover, but from the speed at which the new organisation has coalesced and changed shape since last spring, when it was less than half its current size. Sales are now running at an annual \$550m, not far short of the group's main international rival, Swedish-based Alfa Laval.

The new APV identity also reflects the clarity with which the combined group has now recognised the need for a simpler, stronger corporate image to reinforce its new slogan of "world leaders in process technology". Every subsidiary will now carry the "APV" prefix as part of its title, as in the French-based "APV Pavailler".

Behind the new image lies a classic process of post-takeover integration, but carried out at an unusually cracking pace. Beyond all the usual sensitivities of who-gets-which-job and so forth has been the intricate question of how best to restructure the new group around the world in order to make it more cost-efficient and responsive to its customers.

Nine months ago there were over 200 constituent companies within APV, Baker Perkins and Pasilac, an innovative but

THE DRASTIC, and double-quick, agglomeration of more than 200 APV subsidiaries into just nine has raised all sorts of sensibilities, both internal (see main article) and external: in the old APV, for instance, several sets of small units competed with each other, claiming fierce customer loyalty. Now this sort of rivalry will be allowed only when continued competition would produce a clear loss of market share.

Fred Smith is adamant that the concentration is justified on many grounds. One motive in the provision of more attractive career paths for executives. Another is what he sees as a growing need, in an increasingly competitive world market: to reap economies of concentration and scale in development and production. His aim is to have the same products and components made in only two locations, one on each side of the Atlantic; alliances and joint ventures are also on his priority list.

But what really seems to fire Smith in conversation are marketing considerations. "We need busi-

nesses of over \$100m in sales to impress our customers - even \$80m isn't big enough to talk to Unilever," he emphasises, rattling off a list of other major international food and beverage manufacturers such as Nabisco, Campbell's Soup, and Anheuser-Busch (the St.Louis-based brewing giant), many of which have themselves been expanding fast via merger and acquisition. "They're most excited about what we're doing - they don't like dealing with small companies," he claims. Before the restructuring some of APV's units had revenues of \$3m. Now the smallest primary unit (Pavailler in France) chalks up more than \$40m, and the largest \$200m, each (Baker Ltd in Britain and Crepacco in the US).

The group's new-found scale has already enabled it to start regular (and highly fruitful) long-term product planning meetings at very senior corporate level with Unilever, and similar arrangements are planned with Nabisco, Anheuser-Busch "and a dozen large companies around the world," says the Chicago-based Don Hefner. "Our new

structure is very responsive to the questions those guys are asking - they want one contact instead of five," he says.

The doctrine of "bigger is better" is shared by APV's prime international rival, Sweden's Alfa-Laval, but not by all their specialist competitors in West Germany, the US and other countries around the world. Nor does every large customer prefer dealing with turnkey suppliers. But APV and Alfa are not the only suppliers to go for consolidation.

Rebutting the obvious suspicion that APV's dedication to scale will be at the expense of its relations with smaller customers, Hefner says sales and service to such companies will still be handled on a devolved basis. "We're centralising functions only where it's sensible to do so." But it remains to be seen whether the new-style APV will indeed get the best of both worlds, in two different senses: by combining its old strength in specialist technologies with the power of scale; and by continuing to satisfy large and small customers alike.

much smaller Danish dairy equipment maker which was bought less than three months after Baker.

Now, after a hectic, Lego-like process of dismantling, reshuffling and reassembly, there are only nine prime manufacturing subsidiaries (including three with the prefix "APV Baker"), plus 10 secondary distribution units around the world. A programme of disposals, plant closures and all-round pruning - which continues - has already cut its labour force to about 14,000, some 1,500 below the comparative combined figure of a year ago.

The whole reshuffling exercise, which has involved more changes to the old APV companies than to Baker, has been a potentially fraught juggling act for Fred Smith, a self-confessed "bulldozer" of an Australian who had already shaken up APV in less than three years as chief executive before Baker and Pasilac joined the group last year.

The final shape of the new group was revealed to some

executives only a month before Christmas. But, so far as the outsider can judge at such an early stage in the proceedings, Smith seems to be succeeding in what has become a doubly daunting trial of managerial skill.

First, he has won support for the reconstruction from many senior executives in all three former company camps, each of which could easily have been alienated by the speed and extremity of the changes. He has helped this process in several ways, including, as he puts it, "by purposefully muddling up" jobs across the old boundaries.

Second, in building a new structure to handle the group's diverse but related range of businesses around the world (less than a fifth of its sales are in the UK), he has avoided creating the sort of matrix-riden bureaucracy that plagues many multinationals.

Most of the nine prime subsidiaries around the world will have global development, production and marketing responsibility for particular technolo-

gies, products, and industries. The majority of managers will not have to cope with the difficult ambiguity of reporting to two different bosses at the same time, one locally and the other at product headquarters.

This new pattern of widely distributed "centres of excellence" (or "lead companies"), with co-ordination conducted informally, especially at the local level, is a pragmatic mixture between a "pure" product line structure and one based on geography.

Neither of these tends to work any better than does a formalised matrix between the two, as Unilever, Philips and other leading multinationals have found to their cost (see this page, November 20 and 23 1987). The thinking behind the new structure is explained in the inset.

Smith is crystal clear about why he has moved so fast with the restructuring, instead of adopting the "softly, softly" approach favoured by many corporate acquirors. "I could have delayed, and done it over three years," he says. "But I

wanted to get it out of the way and focus effort on the 'centre of excellence' approach to product development." He also wanted to put APV in a better organisational position to digest further acquisitions.

Such speed is also in his character. "Fred's a pretty fast mover - he's got a hell of an entrepreneurial flair that's new to us," says Mike Smith, who was Baker Perkins' chief executive until the takeover. Under the agreed deal, originally described as a merger, he was destined to become his namesake's official deputy. But sudden and unexpected problems at a Baker subsidiary prompted APV to cut the offer price, Baker's chairman to step aside, and Mike Smith to lose his title.

In spite of all this, the takeover remained friendly - which is one of the main reasons why Fred Smith was able to proceed with the integration so quickly. Mike Smith, as understated as his namesake is forthright (including about his top managers), admits "I did feel sore at the time, but only



FRED SMITH  
**APV's new shape**

Primary subsidiary	Location	Principal operation
APV Baker Ltd	UK	Wet & dry food
APV Baker PMC Ltd	UK	Printing
APV Chemical		
Machinery Inc	US	Chemical
APV Crepacco Inc	US	Ice-cream & wet food
APV Pasilac A/S	Denmark	Dairy
APV Pavailler SA	France	Baking
APV Rosita GmbH	W.Germany	Brewing
APV Baker Pty	Australia	Sales
APV Asia Ltd	Hong Kong	Sales

for a week - it was our own fault." He underlines the keenness of most Baker managers on the idea of a marriage with APV, which had been discussed on and off for years.

Though Mike Smith is still widely seen within the enlarged group as the number two, and to some extent operates as such, his official position is now equal to that of Don Hefner, who heads most of the group's US-based activities (a former Baker man himself, Hefner joined APV five years ago). Under the new structure Hefner and Mike Smith form an executive committee with Fred Smith, as well as controlling several prime operating subsidiaries. Mike Smith's territory includes much of what was Baker Perkins, as well as

sizeable parts of the old APV.

A further factor behind the speed of re-organisation following the June acquisition of Pasilac is expressed by APV's chairman, Sir Ronald McInnes. "A wily industrial diplomatist with years of experience at a Baker subsidiary prompted APV to cut the offer price, Baker's chairman to step aside, and Mike Smith to lose his title.

In spite of all this, the takeover remained friendly - which is one of the main reasons why Fred Smith was able to proceed with the integration so quickly. Mike Smith, as understated as his namesake is forthright (including about his top managers), admits "I did feel sore at the time, but only

Political problems were also eased by the natural strength of most major country subsidiaries in one technology or another. Thus the UK-based Baker was the obvious world.

wide "centre of excellence" for both dry food processing and printing (the latter is one of several strong operations which fall outside the group's core businesses).

Denmark's Pasilac was the natural lead company for the dairy business, APV's German unit for brewing, and Chicago-based Crepacco for ice cream. Despite these natural fits, some sensitive decisions have had to be taken about which overlapping designs of pumps, valves and other components should be dropped.

Significantly, most complaint about the allocation of management roles below the executive committee has come not from the Baker side but from APV people. Of Fred Smith's 13 senior operating managers, only five are ex-APV, and that includes a German company bought in 1986. Six are ex-Baker, one ex-Pasilac and one entirely new.

The ex-Baker finance director, originally destined for the same post with the new group, has just retired early, but that was entirely for family reasons. Of the five executive directors on APV's board, the finance director is new, two are ex-APV (Fred Smith and Hefner), and two are ex-Baker (Mike Smith and Charles McCracken, the technical director who has a crucial role to play in the standardisation of technologies and products).

The other main reason for speed, Fred Smith says, was "to get on with global marketing - and that's urgent". Hence the new structure.

Though the link is barely dry on the group's new organisations, synergy is certainly starting to appear in the marketplace. When all APV's senior managers from around the world gathered in London just before Christmas to discuss plans for yesterday's launch, one of the informal talking points was the way the former APV sales networks in France and Brazil had just helped Baker land two contracts, for cake- and biscuit-making machines respectively.

John Gallagher, the (ex-Baker) head of the group's US-based chemical machinery business, was enthusing about his new-found ability to tender for turnkey plants in China, with the help of the 35 engineers APV has in Hong Kong. And Alf Duch Pedersen, who heads Pasilac, was recalling that in its old existence the Danish company "couldn't afford a worldwide sales and service network" for its dairy equipment.

Things are very different now, not only for Pasilac but throughout the new APV.

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12. Applications for exemption from United Kingdom income tax should be made in respect of the first interest payment on 1st March 1988 by the date of issue of the relevant application form.

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## FINANCIAL TIMES

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Wednesday January 6 1988

## Financing the predators

THE SPEED with which the big commercial banks have reverted to pumping money into speculative take-over activity in the wake of the stock market crash has been little short of startling, especially so in cases such as the current bid for Britain's third largest grocer, Dee Corporation. Here a group of banks led by Citicorp is financing a corporate minnow, Barker and Dobson, in an aggressive take-over worth several times the bidder's own market capitalisation.

The deal would probably have raised an eyebrow or two even at the height of the take-over boom. Yet it would be a pity if the Office of Fair Trading were to respond to Dee's complaints about the bidder's financing arrangements by recommending a reference to the Monopolies Commission, as happened in the earlier case of Elders IXL's highly leveraged bid for Allied Lyons. That is not to say that today's bid battle is a carbon copy of the Elders-Allied affair, raising new points to exercise the mind of the Director General of Fair Trading. When Elders made its bid for Allied Lyons, it was the second largest company in Australia and its financing arrangements were both complex and secret.

### Competition policy

In contrast Barker and Dobson is a very small enterprise through which the banks have chosen to back an ambitious former managing director of the stores division of the Asda supermarket chain. For its part, Dee is rather less of a pillar of the commercial establishment than Allied-Lyons and its chairman and chief executive, Mr Alec Monk, is no stranger to acquisitive take-over activity. In this case the issue of foreign control is not a complicating factor.

The question is whether such differences really justify removing decisions about the commercial future of these companies from the people who finance and own the businesses themselves. Given that basic issues of competition policy seem no more worrying in the present case than they were in the Elders bid for Allied and that the Monopolies Commission has already discussed the wider implications of highly geared takeovers, the case for leaving the job to the market looks powerful. And it

is worth noting that Dee Corporation itself argued to the Monopolies Commission over the bid for Allied, of which it was a major customer, that "mega-bids" were "healthy" in principle, as very large companies had previously been thought of as "secure" and frequently their boards had not performed well."

Indeed, it could be argued that one of the advantages of the banking market is precisely that foreign bankers tend to take a more robust view of sleeping industrial and commercial giants because they are not part of the domestic establishment. By financing giant bids that would not have been contemplated a decade ago, they act as a spur to efficiency in a part of the corporate sector that accounts for a disproportionate chunk of GNP.

### Effective control

None of this, however, should be taken to imply that these highly-gearred bids are not a cause of concern. In financing offers that are dependent on the rapid sale of assets to repay the initial loans, the bankers are taking substantial risks – risks which are more akin to equity-type financing than to orthodox banking behaviour. If the activity multiplies, there is a possibility that the corporate sector's investment in plant and machinery could be constrained and that the replacement of equity by debt could lead to a financially dangerous situation.

The Monopolies Commission Report on Elders-Allied urged the Bank of England and the Stock Exchange to consider whether the emergence of highly leveraged bids called for new powers of control; and if so, whether effective control could be exercised by reference to levels of capital gearing and interest cover. The request has so far not been taken up, although it would be surprising if the Department of Trade's current review of competition policy did not make some reference to the problem.

On balance the issue is probably best addressed by banking supervision rather than competition watchdogs. Imposing borrowing controls on the banker's clients is a cumbersome response, which puts the regulatory cart before the horse.

## Alfonsin and the military

FOUR years after the discredited Argentine Junta ceded power to civilians, the military still has an uncomfortably large amount of power to blackmail the government of President Raul Alfonsin. Unfortunately, sections of the armed forces seem more than willing to use this power for their own selfish ends.

This has been all too apparent in the recent concessions made by President Alfonsin. Very much against his will and amidst considerable dismay within Argentina, he has released from detention the leaders of last year's "Easter Rebellion" and he has been obliged to promote Alfredo Astiz, one of the naval officers most openly associated with human rights abuses during the "Dirty War" conducted by the junta against the Argentine Left in the late 1970s.

### Serious challenge

Last Easter President Alfonsin's authority was seriously challenged by a rebellion among junior and middle ranking officers who marched in protest over the way they were being made to appear before the course on charges of human rights abuses committed under military rule. The officers ignored the orders of their superiors and the uprising only ended when President Alfonsin went in person to deal with the rebels and agreed to curtail the scope and nature of the trials.

By giving in again when faced with threats for the release of the rebellion's ring-leader and for the promotion of Astiz, it is easy to blame President Alfonsin for weakness. One concession had led to another, as they would be more to come, leaving the government more in hock to the hardliners in the armed forces.

President Alfonsin does not deserve such blame. He has been the architect behind the restoration of democracy in Argentina and has proved a model of fairness in attempting to heal the wounds caused by

years of military rule. He has avoided any vindictiveness and has done his best to uphold the rule of law, which has had an exemplary effect throughout Latin America.

### Spanish example

Friction between the civilian and the military was inevitable from the start, given the armed forces' unrepentant view that they had saved the motherland from communism as a result of the "Dirty War". Indeed, rather than focus on the limited occasions when sectors of the armed forces have flexed their muscles to voice discontent, it is perhaps more important to highlight the way the majority, albeit disgruntled, has accepted that the country should be run by civilians. Nor should events in Argentina be seen in isolation.

In Spain, the most remarkable example of a successful transition from a military dictatorship to civilian rule, the armed forces proved far more troublesome than in Argentina over a period of six years. There were at least two minor attempts at coups and one major one as late as 1981. All sorts of concessions were made to pacify the military, including a Constitution that gave the armed forces an unnecessary large role. Yet all these concessions had the broader objective of ensuring the smoothness of transition and have been vindicated. In less dramatic circumstances where the military have ceded power such as Brazil or Peru, there have been rumblings of discontent and considerable behind-the-scenes pressures exerted that have brought concessions.

President Alfonsin has to contend with many more problems than post-Franco Spain and Argentina does not have the impartial institution of monarchy to act as a bridge to the armed forces. For this reason it is vital that he retain public support across the parties, because in the end he can only stand up against the military if the country is behind him.

President Alfonsin does not deserve such blame. He has been the architect behind the restoration of democracy in Argentina and has proved a model of fairness in attempting to heal the wounds caused by

## THE HOFFMANN-LA ROCHE BID

# Trying to grow over the counter

By Peter Marsh, William Dullforce and James Buchan

A WORLD FAMOUS American physician remarked recently that in his estimation a quarter of all US cardiologists were taking an aspirin a day to ward off heart attacks.

This statement, pointing to the rapidly increasing consumption of over-the-counter medications by the professional classes in the US, explains the main rationale behind the \$4.2bn bid by Hoffmann-La Roche, the Swiss drugs manufacturer, for Sterling Drug, a smaller US pharmaceuticals company with an important niche in the market for non-prescription formulations.

Management was obtaining a poor return on assets, failing to take advantage of its strong marketing organisation and in particular not reaping the full

### The US over the counter drug market could soon reach \$25bn

improving strongly, mainly by tightening up management of costs and improved marketing.

For Hoffmann-La Roche the deal makes strong commercial sense. The company appears anxious to shrug off its reputation as a dour multinational with one spectacular bestseller, Valium tranquilisers, struggling to match that success.

In 1973 Hoffmann-La Roche

booked a 12 per cent ratio of net earnings to sales. By 1981 this had deteriorated to 3.7 per cent, growth in tranquilisers was tapering off and the group was slow in finding new products.

Hoffmann-La Roche, with 1986 sales of SFr 7.8bn (\$4.34bn at average 1986 exchange rates) and 46,000 employees, is roughly twice as big as the US company in terms of revenue and workforce. It already sells about a third of its output in the US – but it has hardly any presence there in the non-prescription drugs business.

Sterling, meanwhile, is firmly among the big four US companies in over-the-counter medications, in a business which in the US is growing at about 10 per cent a year and which in 1988 will be worth an estimated \$10bn in retail

medications, easily the world's biggest market for products of this kind and where in recent years sales have grown more strongly than in Europe and Japan, including the generally high interest in personal health care among the US population.

Research-based drug companies, which gain the lion's share of their sales through prescription-based formulations, have been in many cases keen to expand sales by branching out into the consumer-led drugs market.

In this category come Smith Kline and French Laboratories of the US, which is already preparing an over-the-counter version of its Tagamet anti-ulcer formulation, and Switzerland's Sandoz. The latter last month signed a deal with Glaxo of Britain to promote in the US a non-prescription form of Glaxo's Zantac, another Ulcer drug which is the world's top selling medication but which now is available only on prescription.

Several other European drug companies have already followed the proposed path of Hoffmann-La Roche into the US, notably Beecham which a few years ago bought Norclif Thayer, a leading US non-prescription drug concern.

Although Hoffmann-La Roche has virtually no current interest in over-the-counter medications, it is already reasonably diversified, gaining only about two-fifths of its sales from prescription drugs and the rest from a variety of mainly research-based products like vitamins, fine chemicals, perfumes and diagnostic equipment.

Sterling, in contrast, gains roughly equal proportions of

its sales, about a quarter, from prescription and non-prescription drugs. Included among the latter are Panadol and Midol, both pain killers.

The other half of the company's sales are from a range of household products, including disinfectants, room-deodorisers and floor cleaners.

Mr Ian White, a pharmaceuticals analyst with Greenwell Montagu, a London stockbroking firm, said yesterday he assumed Hoffmann-La Roche would not sell the household-goods business. If the overall deal went through, but would use this to complement its move into the consumer end of the drugs industry.

Other analysts have been impressed by the way Sterling's relatively small prescription business fits in reasonably well with Hoffmann-La Roche's product line. The US company's biggest prescription product is not really a drug at all but a chemical called Omnipaque used as an imaging agent in scans of the cardiovascular system to spot heart disease. Sterling's strength in this area could complement the Swiss concern in building up expertise in medical diagnostics.

In theory at least the high profile Hoffmann-La Roche gives to drugs research and development – it spends about \$400m a year in this area, one of the biggest research bills of any drugs concern – should give it plenty of promising products to spin out via a network of over-the-counter salespeople based in the US.

Although the Swiss company's biggest selling drug is Rocephin, an antibiotic for use

in hospitals which has displaced Valium as the concern's most important product, it also has a keen interest in drugs for combating acne, insomnia and dandruff – all areas which could lead themselves to the over-the-counter market, possibly in a modified form.

Wall Street analysts say

Hoffmann-La Roche is offering a generous price for Sterling Drug. The \$72-a-share offer is higher than Sterling Drug's all-time high of \$69 at the market peak last year, and is a lavish multiple of Sterling Drug's net profits, which were \$171.5m, or \$2.91 a share, in 1986. Swiss analysts agree: they comment that Sterling Drug has not been the most profitable of US pharmaceutical manufacturers, and they are sceptical about the fit with Hoffmann-La Roche.

Despite this scepticism, the rise in Sterling Drug's stock

price above the \$72 offer appears to indicate that Mr

Gerber, the Hoffmann-La Roche chairman, has a fight on his hands. Analysts say that Mr John Pietriuk, chairman of Sterling Drug, may seek to maintain the company's independence, or seek a higher offer from elsewhere, with several bidders mentioned as possible suitors. "There could be a bidding war," said Dr Jonathan Gelles, an analyst at Wertheim Schroder in New York.

In such a war, Hoffmann-La Roche would be well armed. In addition to its SFr 3.8bn in liquid assets, the company has hidden reserves, like most Swiss companies, accumulated thanks to indulgent Swiss corporate tax rules.

### A Tory David in Israel

Foreign Office ministers of state are seldom either seen or heard.

Yet, while David Mellor's television argument this week with an Israeli colonel at a Gaza refugee camp provoked the fury of his hosts, and earned him the title of "Nosey Dave" from The Sun – it was not out of character.

Analysts say that last month's offer by Sanofi, the French pharmaceuticals group, for A.H. Robins, the bankrupt maker of non-prescription drugs, set the scene for a new European descent on the US pharmaceuticals industry. But Sterling Drug – with 1986 revenues of \$1.99bn – is also a more significant number of US heart specialists.

Management has managed to bring these to the market in time to compensate for the

### Men and Matters

#### Dons' delight

Dons desperate for a crust from government may care to note that prizes totalling \$130,000 will be on offer this summer to those with well-honed schemes for creating new companies, or turning existing ones into new products.

The competition, which is open to all, will award separate prizes of up to \$25,000 for the best technically-based business proposition, and for the best example of a technology transfer from lab to market in the last five years.

It also offers up to \$15,000 to reward good design in innovative products and processes.

Behind the competition stands the British Technology Group, official sponsors of technology transfer from publicly funded research sites as the universities into commerce.

BTG is an agency of the department of trade and industry, whose chief engineer and scientist Dr Ron Coleman will be one of the judges, along with A.J. Sheppard, chairman of Wellcome, and Charles Reece, ICI's research and technology director.

Dons have until mid-August to polish their business plans – which the City of London keeps saying is the weak spot in most schemes put it way.

#### Power drive

The fine art of creating and maintaining the status symbol has reached a new pitch of ingenuity in Germany.

Many of the new BMWs and Mercedes now on west German roads do not carry the makers' badges, which tell curious passers-by the car's engine model.

He devised an exercise programme, doctored to suit the needs of individuals, together with advice on diet. Men and women on the course attend three training sessions a week, during which their heart functions are analysed while they get on with a treadmill.

The first person to go on the programme was a Manchester businessman Ken Bromilow. He was so taken with the idea that he became chairman of Heartbeat and has devoted much of his time since to raising money for the organisation.

Bromilow's target now is to offer exercise sessions to 3,000 people a year.

#### Alternative view

As a reader was drinking in the glory of Athens from the top of the Acropolis an American couple came up the steep path and stood in front of the Parthenon.

"Gee, Elmar," said the wife.

"You can see the Hilton from up

#### EMBASSY OF THE UNITED STATES AMERICA

"Spare a quid to boost the dollar, gov."



code signal by security forces.

French newspapers are carrying a great many advertisements from anxious supporters asking him to say if he will run in the spring.

#### Shirted ones

A silk shirt printed with black and white love messages to president Mitterrand is the latest rage in select Paris designer boutiques, and yet another boost to the armed forces an re-election campaign that he has not yet formally entered.

The shirts, carrying the slogan "J'Aime Ton-Ton", have been designed by stylist Marie Bell, a former Miss France, and will sell for FF 800.

"Ton-Ton", an affectionate diminutive for "Uncle" in France, has been Mitterrand's nickname since 1981 when it was used as a

power drive

and the status symbol has reached a new pitch of ingenuity in Germany.

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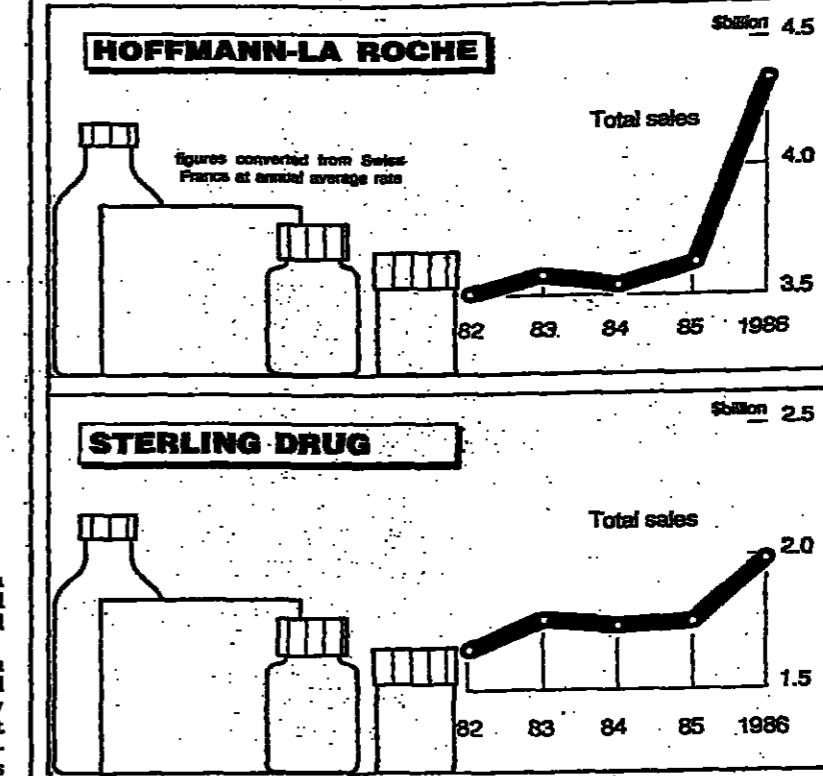
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#### Observer



## David Dodwell on efforts to restore faith in Hong Kong

FOR a government that has been floundering over the greater part of the past year to inspire public confidence, swift moves over the weekend to arrest three of the most powerful figures on the Hong Kong Stock Exchange may prove to be a watershed.

With just nine years to go before China takes sovereign control of the territory, there is a heavy responsibility on the British administration to prevent any collapse of confidence. So far it has not been conspicuously successful.

Emigration of those able to get visas to live elsewhere, a sure measure of confidence in the handover, has reached such alarming levels over the past year that even mainland Chinese officials in Hong Kong have made pleas for calm.

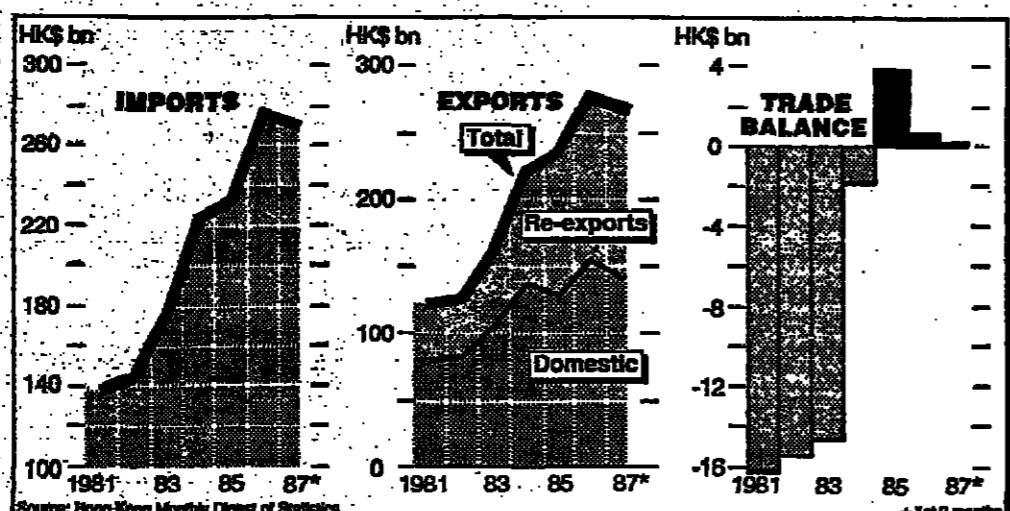
The embattled government has been the target of all manner of unkind and uncompromising epithets. In an emotional debate over political reform from an almost wholly appointed government to one that admits directly elected representatives, it has been charged with duplicity and cowardice in the face of pressure from Beijing for minimal change. It has also been attacked for indecisiveness over major commercial decisions like whether or not to give a green light to a HK\$25bn (\$1.7bn) new airport.

Most damaging of all, when the world stock market crash in mid-October prompted the collapse of the local futures exchange and a four-day suspension of trading on Hong Kong's stock market, it found itself condemned by the international broking and banking community for being 'ill-prepared and reluctant to act.'

For a government that is committed to minimal intervention, and from a population that by and large prefers it that way, some of the attacks are probably unfair. Officials have often in the past pointed colourfully to the choices that exist between living in a swamp of crocodiles or a Swedish dairy. The clear local preference has been to accept the risks - and profits - of operating in the swamp of a comparatively unregulated market.

Now the price of restoring credibility may have to be a shift towards the deadening regulation of a Swedish dairy. How stultifying an influence this will have on one of the world's most dynamic economies can only be guessed.

Paradoxically, the territory's phenomenal economic performance has beclouded the political uncertainty. This may be due in part to the growing urgency with which local people are



## A crisis of confidence

trying to generate enough wealth to migrate or at least find some form of safe haven ahead of 1997. Gross domestic product growth for the year is expected to pass 12 per cent. Unemployment is a negligible 1.8 per cent. Manufacturers' order books are full for more than four months and inflation has remained at a manageable 6 per cent.

While this buoyant economic performance has done little to bolster the public mood (most people would comment that the economy has done well in spite of, rather than because of, the government's) the dramatic arrests of the past weekend may provide the catalyst for change that the administration has so far sought in vain.

The street of Mr Ronald Li, the powerful former chairman of the Hong Kong Stock Exchange and two senior colleagues, in connection with inquiries into 'the operation of the Stock Exchange' provided a rare demonstration of divided opinion and courage.

Of course no charges have yet been brought, and the signs are that they may take months rather than weeks to prepare. Whatever the outcome of any eventual legal action, it is hard to believe that this and other

action taken over the past two months will not lead to a significant improvement in the level of professionalism with which a securities industry that claims to be international is being run.

The world stock market meltdown had a more sobering effect in Hong Kong than almost anywhere in the world. The immediate bankrupting of the local futures market revealed widespread abuse of regulations and slip-shod market supervision over fundamental matters like the maintenance of margin requirements.

The collapse of the local 24-hour share settlement system, which involved a massive daily paper chase around the territory's central financial district as scrip was physically transferred from seller to buyer - was given as the reason for closing the stock exchange, though it was soon apparent that more complex factors were at play. Proposals to reform settlement methods have been on the table but ignored for more than four years.

Mr Ronald Li - then still chairman of the exchange committee - claimed when his committee closed the exchange that Hong Kong had sensibly

sional management team at the exchange.

Despite the seriousness of the weekend developments for Mr Li, he is still widely credited with having wrought impressive change in Hong Kong's securities industry. Using his undoubted skills as a street fighter, he first galvanised his Far East exchange to become the most dynamic of Hong Kong's four exchanges, and then in April last year succeeded in unifying the four exchanges under one roof.

The problem for Ronald was that the boom of the past two years demanded a maturity on the exchange that no-one had had time to develop, commented one long-standing stockbroker. He ran it with the dictatorial style common in Chinese family businesses - which was fine while trading was a predominantly local affair, but fatal once it began to develop into a genuinely international exchange.

The securities commission has also proven to be hopelessly inadequate for present needs. It is almost certain that the inquiry into the securities industry being headed by Mr Ian Hay Davison, former chief executive of Lloyds of London, will recommend significant structural change in the commission.

Throughout this crisis, officials in Peking looked nervously on, hamstrung by the knowledge that interference by them would almost certainly only make things worse. During most past economic crises in Hong Kong, it has been China that has been blamed for rocking the boat, and they can have drawn only grim comfort from the fact that the failings exposed in October were of the existing administration's own making.

From Peking's end of the telescope, there is a terribly small team in Hong Kong running what in the future may be a critically important part of China's economy. Peking remains committed to modernising its economy and gives the highest priority to maintaining Hong Kong's wealth.

One of the steps to put this right is the recruitment of Mr Robert Fell as an interim chief executive of the stock exchange. Mr Fell was once chief executive of the London Stock Exchange and for the past six years has worked in Hong Kong first as securities commissioner and then as banking commissioner.

He now finds himself at the heart of regulatory reform in the stock exchange. Among his first steps he has recruited a number of former London Stock Exchange colleagues to form an embryonic profes-

form of misfortune - injury or ill-health caused by manufactured products.

But you appear not to accept that such persons are better protected in legal terms than almost any other members of society who sustain ill-health or injury from non-product-related causes.

For example, the employee injured at his or her workplace needs to establish negligence or breach of duty on the part of the employer if he is to gain compensation: it is insufficient for him to establish merely that his injury is work-related. Even worse is the case of the person sustaining severe injury in his or her domestic environment, for example by falling downstairs: such victims have no effective recourse against any other party, even though their post-accident condition and quality of life may be grievous.

The 'state of the art' defence on which you dwell in your leader will be extremely difficult to maintain for the industrial company which puts a defective product into the marketplace. It is expected to have almost no relevance to most future claims.

So long as we continue to tinker with our basic national system of law - one of the more obnoxious consequences of EC membership - by such measures as the partial abandonment of the principle of tort in specified liability cases, we will not obtain a coherent or equitable basis for the compensation of injury or ill-health. To introduce contingent fees or class actions would merely enhance the distorting process.

All too often there seems to be confusion of thought between the concept of legal liability and the availability of compensation. If compensation per se is a requirement, then surely the State must be the source of it to confuse compensation with justice does no service to the tragic victims of misfortune who are without legal remedy.

A.P. Benson, 53 Sandgate Close, Haslemere, Surrey

body, without noticeable quibble, pays the same amount of car tax, and for a television licence. That is a false analogy. You do not have to buy a car or a television set, unless you so choose, but you will be compelled to pay the poll tax irrespective of means and with only the poorest being afforded any relief.

Roland Rench,  
5 Minshull Place,  
Park Road,  
Beckenham, Kent.

Surely the IR can levy a local tax.

From Mr Ian Ferguson.

Sir, I really cannot see why there should be so much fuss and bother over the Poll Tax. Surely, to goodness, the Inland Revenue can change its coding system to levy a local tax which is paid over to the appropriate authority. The Inland Revenue must know in which district people live. Such a system would be simple, fair and save an awful lot of argument and administrative cost.

It is all so reminiscent of the changes over from purchase tax to VAT a decade or so ago. Only wholesalers and manufacturers dealt with purchase tax. Bureaucracy jumped several hundred per cent when retailers had to handle VAT.

A.H. Gower,  
50 West Farm Close,  
Astead, Surrey

Car tax is a false analogy.

From Mr Roland Rench.

Sir, In at least three national opinion polls conducted in the last two years the greater proportion of the population (from all points of view) clearly indicated that Local Income Tax (LIT) would be the fairest system to replace domestic rates.

Nicholas Ridley, the Environment Secretary, has declared that LIT would mean '400 Chancery Lane in every town hall, deciding how much people should pay locally.'

But are not 400 such persons at the moment deciding what we should pay, and will they not be doing precisely the same if heaven preserve us - the Community Charge is imposed?

Mr Ridley contends that the poll tax is fair because every

household will pay the same amount.

From Mr A.P. Benson.

Sir, Your article (December 14) and your editorial leader (December 17) on compensation for injury suggest the onset of a campaign on behalf of the innocent victims of one particular

poll tax.

No coherent base for compensation

From Mr A.P. Benson.

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and your editorial leader

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innocent victims of one particular

poll tax.

Who can explain to our

employees what these changes

mean?

From Dr Martin Ricketts.

Sir, An interesting debate has

arisen on your letters page con-

cerning the effect of the replace-

ment of domestic rates by an

equal yield poll-tax. Samuel Brit-

ton (December 10) fears that

house prices will rise. Adrian

Jack (December 18) argues that

if the poll tax raises equal revenue, there will be no overall effect on house prices. He accuses Samuel Britton unjustly of advancing a 'myth' and later a 'fallacy'.

The argument appears to me

to be about the implicitly

assumed size of certain crucial

economic forces rather than pure

theory. Assuming, as do both

Britton and Jack, that the supply

of housing is very inelastic, and

that the rates are indeed a tax on

housing, the effect of replacing

them with a poll-tax will depend

on two main factors:

The poll tax may have an impact on house prices

(1) The responsiveness of

housing demand to income, and

(2) The degree to which people

are prepared to substitute

housing for other goods when relative

prices change.

A few examples will help to

clarify the basic propositions.

If the demand for housing were entirely unresponsive to

income changes (which it obviously is not) a rise in the price of housing would offset the reduction in rates, even if the poll tax which replaced the rates yielded equal revenue. The demand for housing would depend only on relative prices and not at all on income. In the absence of rates the price of extra housing would be lower, and quantity demanded would exceed supply. Only at the old tax-inclusive price ratio would demand and supply again be equal, and this would involve a rise in the mar-

ket price. Samuel Britton would be correct.

If changes in the relative price of housing (for any given level of real income) did not induce people to substitute housing for other goods, then Adrian Jack would be correct. In this case the demand for housing would depend not at all on relative prices but only on real income. Because the poll tax is assumed to leave disposable incomes as they were before, the demand for housing would be exactly as before, and so also would be its supply.

Imagine, however, that housing and other assets were highly substitutable. Then Samuel Britton would be correct. Suppose, for example, that the income from some financial asset (say a government bond) had been taxed, but that this was now to be replaced by a poll tax of equal

value.

Arbitrage would soon

ensure that the price of the bond

would rise until the return once

more equalised that on other simi-

lar assets, and this would be so

irrespective of the yield of the

poll tax.

For what they are worth, back-

of-the-envelope calculations can

give an impression of the likely

impact of the replacement of rates

by a poll tax depending on a

range of assumptions.

For example, if we assume an

income elasticity of price elastic-

ity and an elasticity of substitu-

tion all equal to one, a totally

inelastic supply of housing, and

a constant proportion of income

spent on housing of 25 per cent,

then 75 per cent of the reduction

in the rates would be capitalised

in house prices.

Martin Ricketts,

The University of Buckingham,

Buckinghamshire,

England

## Employee share ownership

## Why ESOPs need not be a fable

By Bryan Gould

&lt;p

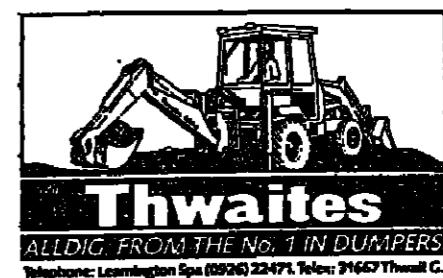




## SECTION II – COMPANIES AND MARKETS

# FINANCIAL TIMES

Wednesday January 6 1988



## Sears raises 'final' offer for Freemans to £477m

By NIKKI TAIT IN LONDON

SEARS, the British retail to footwear group which includes Selfridges, yesterday made a surprise move on its bid target, UK mail order company, Freemans, by increasing its cash offer and declaring the new terms final.

The company's brokers, Kleinwort, Greaves, immediately went to the market, and are believed to have added approximately 4 per cent to Sears' existing 10.1 per cent holding in its target.

However, the revised terms, which value Freemans at £477m, (£891m) against £430m previously, were immediately rejected by the mail order group's board.

"This in no way alters the board's conviction that the long-term interests of shareholders will best be served by staying with Freemans," said Freemans.

Sears' decision to raise its offer came on the bid's first closing date – just three weeks after the

offer document was posted – and ahead of the promised profit forecast from Freemans for the year ending on January 31. Sears has also set a final closing date of January 22.

The question of getting the business "moving" was more important than waiting to see the forecast, argued Mr Michael Aldred, Sears' deputy chief executive yesterday. The company argues that it could use its own retailing experience both to enlarge and strengthen Freemans' catalogue business and to boost sales of its own products. Sears has been stalking Freemans, with varying degrees of force, for the past 15 years.

The shortened bid period was also welcomed by Freemans yesterday. "I'm rather delighted they brought it forward," said Mr Ralph Aldred, the company's managing director. Freemans continues to argue that the Sears

offer is opportunistic and that the increased terms do no more than reflect the improvement in the stockmarket generally since the bid was announced. Mr Aldred added that the company still expects to put out its profit forecast shortly.

Some speculation has centred on a possible "white knight" for Freemans. However, Mr Aldred commented yesterday that the company was not, and would not be, seeking one. "It is in shareholders' interest that we stay independent – it's a straight fight."

The new terms are 315p in cash for every Freemans share, with a loan note alternative, against 285p previously. Yesterday shares in Freemans jumped 13p to 311p. Sears was steady at 131p.

Lex, Page 20

## Hoesch unit to control core of troubled PHB Weserhuette

By DAVID MARSH IN DORTMUND

OERENSTEIN UND KOPPEL (O and K), the construction machinery subsidiary of the West German Hoesch steel group, has agreed to take over key parts of PHB Weserhuette (PHW), the materials handling group which filed for bankruptcy last week.

Mr Karl Heinz Siepe, O and K chairman, said the deal would give the subsidiary the most complete range of equipment of any international company in the earth-moving, mining and material handling business.

The takeover of elements of PHW follows the jettisoning of the company last October by the Otto Wolff engineering group, its former owner.

PHW, which is expected to have incurred losses of DM170m (\$108.2m) last year, filed for bankruptcy after efforts to reach agreement with creditors both in and outside the courts failed.

O and K declined to say what

payment it would be making to the receiver in charge of PHW for the assets and knowhow it is acquiring. These centre on PHW's core sectors of material handling, transport and processing, mining and filtration technologies.

O and K will maintain 650 jobs, plus 80 apprenticeships at Rohrbach and will offer 200 other PHW employees jobs throughout the group. Counting the 180 jobs which could be maintained at the Rohrbach steel foundry, this means that more than half the 2,000 domestic employees of PHW could keep their jobs under the accord.

Turnover in 1986 was DM1.7bn, of which about 50 per cent represented foreign business. Last year's sales fell from the 1986 level.

Mr Siepe said O and K would finance the takeover from its own liquidity and would not need an injection from Hoesch. Taking into account the value of the assets and the risks entailed – for instance, in orders which could turn out to be loss-making – O and K might make a profit on the deal, he said.

and Britain.

Mr Siepe said the acquisition would add about DM400m to O and K's turnover by 1989-90, taking sales to between DM2bn and DM2.2bn.

O and K has been interested in the PHW activities for more than a decade and in 1983 bought 48.6 per cent of the group from Otto Wolff before later selling it back at a small profit.

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## Accounting change hits CSX result

By JAMES BUCHAN IN NEW YORK

CSX, the large US railway holding company with interests in gas transmission and container shipping, has reported net income in the 1987 fourth quarter of \$129m or 82 cents a share, against \$132m or 86 cents a share in the 1986 December quarter.

The Richmond, Virginia, group, which was formed from the merger of two regional railroads in 1980, said revenues rose from \$2.2bn to \$2.13bn in the fourth quarter.

Rail traffic was ahead, with merchandise and container shipping up 7 per cent and coal traffic up 10 per cent. However, energy revenues declined.

CSX's results were affected by accounting changes which increased net income by \$47m or 30 cents a share in the December quarter.

The accounting change restated CSX's liability for deferred taxes by \$204m for the year, reducing 1987 earnings to \$132m or 86 cents a share.

Earnings for 1987 before the accounting change were \$423m or \$2.78 a share, against \$418m or \$2.73 a share in 1986, on revenues of \$6.7bn against \$5.75bn.

Mr Siepe said O and K would finance the takeover from its own liquidity and would not need an injection from Hoesch.

Taking into account the value of the assets and the risks entailed – for instance, in orders which could turn out to be loss-making – O and K might make a profit on the deal, he said.

## E-II bid rumours lift shares

By ANATOLE KALETSKY IN NEW YORK

THE SHARES of American Brands, the major US tobacco, drinks and food concern, and of E-II Holdings rose again yesterday as speculation mounted about a takeover bid for American Brands.

The company, with a market valuation of about \$5.5bn, has been regarded for some time as a prime candidate for the deal-making skills of Mr Donald Kelly, the chairman of E-II. E-II was created last year out of the rump of the Beatrice Foods empire which Mr Kelly had taken over and profitably dismantled.

Mr Kelly had told his share-

holders repeatedly that he was planning an acquisition in the \$5bn to \$6bn range and late last year disclosed that E-II had bought around 4.6 per cent of American Brands.

Mr Kelly stepped up the pressure on Monday, announcing that E-II intended to nominate six new directors to the American Brands board and threatening a proxy fight at the company's annual general meeting on May 4.

American Brands responded rapidly by saying that its directors had agreed to a meeting with Mr Kelly next week to discuss the enhancement of share-

holder values.

American Brands is a diversified conglomerate which grew from the American Tobacco trust founded 120 years ago by Washington Duke, the legendary 19th century robber baron.

In addition to its US cigarette brands, including Lucky Strike and Pall Mall, the company owns Gallaher of the UK.

American Brands also has major presences in the liquor business, financial services, office products, processed foods and hardware and security.

Yesterday morning American Brands' shares rose 5% to \$49.40 after a jump of \$4 on Monday.

## Rio Algom to buy tin mine assets

By Robert Gibbons in Montreal

RIO ALGOM, the Canadian uranium, copper and stainless steel group, plans to buy the assets of North America's first primary tin mine in Nova Scotia from the banking group which financed the project and assumed control late in 1985.

Rio Algom, which is controlled by Rio Tinto-Zinc of the UK, brought the East Kempton tin mine into production in October 1985 just as trading in the metal was suspended on the London Metal Exchange and prices dropped drastically. Rio Algom was then owner of the mining operation.

The mine has continued to operate near annual capacity of 4,400 tonnes in concentrate and the material has been shipped for refining on a custom basis in England.

The international banking group, led by Bank of America, which provided the original financing package, assumed control because the operation could not meet interest costs on about C\$150m of debt.

Since last October 19, Bear Stearns has bought 34 listings of stock on the American Stock Exchange from fellow-specialist W.M. Damm & Frank Co and 14 from Michael Kory.

## IRELAND

DM 300,000,000

6 1/2% Deutsche Mark Bearer Bonds of 1988/1995

Issue Price: 100% • Interest: 6 1/2% p.a., payable annually in arrears on January 6 • Redemption: on January 6, 1995 at par  
Denomination: DM 1,000 and DM 10,000 • Security: Negative Pledge Undertaking • Listing: Frankfurt Stock Exchange

COMMERZBANK AKTIENGESELLSCHAFT

DRESDNER BANK AKTIENGESELLSCHAFT

S.G. WARBURG SECURITIES

DEUTSCHE BANK AKTIENGESELLSCHAFT

BAYERNISCHE VEREINSBANK AKTIENGESELLSCHAFT

WESTDEUTSCHE LANDESBANK GIROZENTRALE

BANK OF TOKYO (DEUTSCHLAND) AKTIENGESELLSCHAFT

DEUTSCHE GIROZENTRALE – DEUTSCHE KOMMUNALBANK –

CITIBANK AKTIENGESELLSCHAFT

DAIWA EUROPE (DEUTSCHLAND) GMBH

MORGAN GUARANTY GMBH

INDUSTRIEBANK VON JAPAN (DEUTSCHLAND) AG

KREDITBANK INTERNATIONAL GROUP

NOMURA EUROPE GMBH

ALLIED IRISH BANKS plc

Arab Banking Corporation – Duss &amp; Co. GmbH

CSFB-ElectraBank

Mitsubishi Finance International Limited

Bankhaus H. Aufhäuser

Delbrück &amp; Co.

The Nikko Securities Co. (Deutschland) GmbH

Bader-Würtembergische Bank

DG Bank

Nordeutsche Landesbank

Aktiengesellschaft

Deutsche Genossenschaftsbank

Girozentrale

Bank di Roma International S.A.

DSL Annuity Bank

Sal. Oppenheimer Jr. &amp; Cie.

Bank für Gemeinschaft

EBC Annuity Bank

Prinzipal- und Verwaltungsgesellschaft

Aktiengesellschaft

Generale Bank

Sal. Oppenheimer Jr. &amp; Cie.

Bankers Trust GmbH

Hamburgische Landesbank

Swissische Bankgesellschaft

Banque Bruxelles Lambert S.A.

Handelsbank N.W.

(Deutschland) AG

Banque Générale du Luxembourg S.A.

Georg Hauck &amp; Sohn

Schweizerische Bankverein

Banque Internationale à Luxembourg S.A.

Kreditanstalt für Wiederaufbau

(Deutschland) AG

Banque Paribas Capital Markets GmbH

Landesbank Hessen-Thüringen

Société Générale – Eidgenössische Bank &amp; Co.

Bayerische Hypotheken- und Wechsel-Bank

Landesbank Hessen-Thüringen

Strauss Turnbull &amp; Co. Limited

Aktiengesellschaft

Landesbank Hessen-Thüringen

Swiss Volksbank

BHF-Bank

Landesbank Hessen-Thüringen

Trielhaus &amp; Burkhart KGaA

Bankhaus Gebroder Böhme

Manufacturers Hanover Limited

Vereine- und Westbank Aktiengesellschaft

Bremen Landesbank

Merck, Frosch &amp; Co.

Westdeutsche Genossenschafts-

Commerzbank International S.A.

Konzern- und Sohn &amp; Co.

Zentralbank eG

Commerzbank (South East Asia) Ltd.

Konzern- und Sohn &amp; Co.

Westpac Banking Corporation

Credit Lyonnais SA &amp; Co (Deutschland) OHG

Konzern- und Sohn &amp; Co.

Yamachi International (Deutschland) GmbH

## Fluor Corporation

\$250,000,000

### Revolving Credit Facility

#### PARTICIPANTS:

CITIBANK, N.A.

MORGAN GUARANTY TRUST COMPANY OF NEW YORK

BANK OF AMERICA

## INTERNATIONAL CAPITAL MARKETS & COMPANIES

Stephen Fidler on the optimism of the American Stock Exchange

### Amex sees its chance after crash

OCTOBER WAS a lousy month for Joel Lovett and George Reichelheim — as for most of their kind.

As members of the specialist firms on the floor of the American Stock Exchange, both made "an affirmative obligation to stabilize and make a continuous market" in specialist shares. In the week of October 19, that's what happened: everything that went through the Amex in an environment when there was nobody to buy from them.

Like the New York Stock Exchange, the Amex is based on a central market floor, with specialist firms which have a commitment to make a market in specialist stocks in more than 100 options.

The specialists on the Amex, which developed after New York's curb exchange moved indoors in 1921, were burned badly in the crash. While their counterparts on the NYSE were losing \$750m in one week, losses of the Amex specialists were also huge.

It will take the specialist firms years to recoup those losses, if they ever do. But the exchange is hoping that a lead will be given to some benefit from the commitment the specialists showed on the week of Black Monday. That is why exchange officials and

sion, taken in conjunction with the company and the exchange, was not to open trading in shares because of an imbalance of orders and it remained closed for a trading day. When it eventually reopened, the price drop was \$10 to \$12.

On the other hand, critics have cited a lack of commitment among the dealers on the over-the-counter markets. There, it is claimed, many dealers just stopped trading — whereas in London there is a system of competing market makers. Nasdaq has already taken steps to try to correct this.

Mr Ivers Riley, Amex senior executive vice-president, said that individual investors had complained to companies with OTC listings about their inability to move out of over-the-counter stocks during the crash. By contrast, while they may not have liked the price, sellers were only exceptionally unable to execute on the centralised exchanges.

This institutional pressure, the specialists say, has meant more companies are now considering moving listings away from Nasdaq. Despite the drying up of new issues since the crash, some 16 companies switched from the over-the-counter markets to the Amex. A further 10 are expected to switch in January.

#### Order imbalance

The criticism of the two specialist-based markets has centred on the number of shares which were for "appreciable times unlisted — up to 90 on the NYSE and a half-a-dozen on the Amex.

Mr Lovett, Amex's top executive, said that his firm was charged with making a market in shares of the Washington Post, a \$190 stock that threatened to open 100 points down. The decision

to increase the domination of the US stock markets by institutional investors — a development not applauded by those such as Mr Reichelheim who believe this was partly to blame for the scale of the October collapse — has made the need for recapitalisation among the specialist firms particularly urgent.

#### Strong commitment

This task will probably be encouraged by more liaison such as that between Mr Reichelheim's firm and Drexel.

Nevertheless, the commitment to the specialist system and a centralised market where buyers and sellers have face-to-face contact is clearly as strong as ever.

Trading volumes and share listings have grown in recent years, but the Amex, like its less liquid market share in the US, is squeezed by the Big Board on one side and the fast-growing Nasdaq market on the other.

The rally at the Amex is that it can make up some of the ground it has lost to Nasdaq now that there is, in some quarters, a perception of poor liquidity on the over-the-counter markets and the expectation of more market volatility to come.

### UBS holds Swiss franc bookrunning lead

BY OUR EUROMARKETS STAFF

UNION BANK of Switzerland held on to its place as number one bookrunner in the Swiss franc foreign bond market in 1987 despite intensifying competition from Credit Suisse, according to bookrunning rankings compiled by Euromoney.

Credit Suisse ran the books on 94 issues, 17 more than Union Bank of Switzerland, but adding up to only SF8.49bn, or 24.58 per cent of the total, against UBS's SF8.97bn, or 25.95 per cent of the market.

But the gap between the two banks narrowed markedly during the year. In 1986, Credit Suisse's 82 issues totalling SF19.14bn represented only 21.87 per cent of the market against Union Bank of Switzerland's SF10.75bn from 90 issues, giving a 25.72 per cent share.

Credit Suisse has made a drive to boost its profile in the market, especially since Mr Hans-Joerg

Rudloff, deputy chairman of Credit Suisse First Boston, took over as general manager in Zurich early last year.

The total volume of new issues was SF34.56bn, about SF7.2bn lower than in 1986, partly because of a dearth of equity-linked bonds since the October

stock market crash. According to Euromoney, nine equity-linked issues for Japanese borrowers which were due for launch in December were cancelled.

Union Bank of Switzerland, Credit Suisse, and Swiss Bank Corporation — which jointly run the main bond issuing syndicate

— reassessed their domination of the market. Their joint market share increased from 67.68 per cent in 1986 to 71.36 per cent after having fallen in previous years.

In contrast, their two main for-profit competitors, S.G. Warburg, Salomon Brothers, and Banque Paribas (Suisse), saw their market share drop slightly. Indeed, aside from the big three, of the top 10 bookrunners only Citicorp Bank (Switzerland) and Kreditbank (Suisse) gained market share.

But Credit Suisse also spearheaded changes to create more flexibility in the main syndicate's rigid issuing rules during the year. Among the package of reforms announced in November, it was agreed that syndicate members would be allowed to turn down participations in public deals led by other members.

Manager	Amount	Rank	Market share %	No. of issues
Credit Suisse	8,969	1	25.95	77
Swiss Bank Corporation	8,493	2	24.58	70
S.G. Warburg Salofic	7,200	3	20.83	70
Banque Paribas (Suisse)	1,637	4	4.74	9
Wirtschafts-Privatbank	0,814	5	2.35	9
Citicorp Bank (Switzerland)	0,744	6	2.05	9
Handelsbank N.V.W.	0,700	7	2.03	12
Swiss Volksbank	0,695	8	2.01	12
Kreditbank (Suisse)	0,620	9	1.79	9
	0,540	10	1.56	9

Source: Euromoney Switzerland

The Securities referred to below were, with certain exceptions, offered and sold outside the United States of America, its territories and its possessions. This announcement appears as a matter of record only.

U.S. \$200,000,000

TOYOTA  
MOTOR  
CREDIT  
CORPORATION

### Toyota Motor Credit Corporation

9% Notes Due December 17, 1990

MORGAN STANLEY INTERNATIONAL

MERRILL LYNCH INTERNATIONAL & CO.

THE NIKKO SECURITIES CO., (EUROPE) LTD.

UNION BANK OF SWITZERLAND (SECURITIES) Limited

BANKAMERICA CAPITAL MARKETS

BANKERS TRUST INTERNATIONAL Limited

BNP CAPITAL MARKETS Limited

CREDIT LYONNAIS

DAIWA EUROPE Limited

IMITSU FINANCE INTERNATIONAL Limited

SANWA INTERNATIONAL Limited

BANK OF TOKYO CAPITAL MARKETS GROUP

BANQUE BRUXELLES LAMBERT S.A.

CHASE INVESTMENT BANK

CREDIT SUISSE FIRST BOSTON Limited

LTCB INTERNATIONAL Limited

SALOMON BROTHERS INTERNATIONAL Limited

SHEARSON LEHMAN BROTHERS INTERNATIONAL

SWISS BANK CORPORATION INTERNATIONAL Limited

December 1987

### CFTC ends probe into October MMI deals

BY CLARE PEARSON

EUROBOND new issue managers

yesterday reopened the market with a flourish, serving up a cocktail of deals in a variety of currencies.

Toyota Motor Credit Corporation became the first US bond market borrower of 1988 with \$100m, for Deutsche Bank Capital Markets

with \$100m, for Deutsche Bank Finance and BP Capital, a subsidiary of British Petroleum.

These bonds were intended to

### A cocktail of deals in a variety of currencies

by CLARE PEARSON

increased government bond sales to neutralise the impact of intervention on UK money supply.

Deutsche Bank Capital Markets

was busy revitalising the Ecu

sector with two five-year deals

each worth Ecu100m, for Deutsche

Bank Finance and BP Capital.

These bonds were intended to

attract European retail investors

to the Ecu market.

INTERNATIONAL BONDS

looking for a yield pick-up over

levels available on seasoned Ecu bonds at the moment.

Deutsche Bank said recent

buying of Ecu bonds by Japanese

investors, as part of their diversification out of dollar bonds, had

pushed yields on secondary market issues down to levels where they were too expensive for the Europeans.

Deutsche Bank Finance's issue,

with 10% per cent coupon and

101% issue price, was quoted

early on just inside 10% per cent total fees at less 1.70% bid,

although it later weakened to

10% to 10.2% on offer.

Seasoned Eurobonds, bond

prices and yields, were

sharply in response to the

fall in the D-Mark.

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Deutsche

## INTERNATIONAL COMPANIES &amp; FINANCE

## Islamic investment tests Egypt's regulatory capabilities

"BE SURE my brother, to put your savings in the hand of a Moslem brother," said recently that Islamic companies had grown like mushrooms, and it was a shame that there was no law in the Egyptian economic system which governs or rules these companies' activities.

The strengthening religious trend in Egypt is creating its own structures that are threatening eventually to subsume established institutions. An indication of the power of Islamic investment houses was the fact that the government was obliged last May to delay IMF-sponsored reforms of the currency market for 24 hours while it consulted unofficial money traders, some of whom are heads of Islamic companies.

The Government's reluctance to proceed without the co-operation of Islamic financiers was a recognition that financial barons like Mr Fathy Tewfik, head of Al Rayan Investments - the biggest and most controversial of the breed of deposit-takers - had the power to make or break attempts at currency reform.

The authorities are preparing a new law to regulate the activities of the perhaps as many as 300 Islamic investment houses with depositors numbering between 2m and 3m Egyptians at home and abroad. The Government is said to be anxious to stop the further spread of these companies, reckoning with justification that there are now more than enough to satisfy demand.

Al Rayan heads a Big Four among the Islamic deposit-takers which dwarf all but the largest banks in Egypt. It has some 150,000 depositors. Al Sharif, a

plastics maker which has long been in the finance business, has 125,000 depositors and stopped taking deposits more than a year ago because, in the words of Mr Abdel Latif Sharif, the head of the company, it had "sufficient funds". The other two sector leaders are Al Saad and Al Hoda.

The Islamic investment companies maintain informal links with each other. They are known to consult and cooperate on issues affecting them such as government plans to regulate the industry. It is widely assumed by bankers that another investment house in November 1986 helped Al Rayan meet a run on deposits after alleged losses on gold trading.

Those in charge of these companies disavow political ambitions, but there is no doubt that they want to be accepted as part of the mainstream financial sector. Mr Tareq Abu Hussein, head of Al Hoda Misr, says: "The problem we have is that there is no link between these companies and the Government."

Opposition on the authorities is a fear that a failed step could result in the collapse of an Islamic deposit-taker with disastrous consequences for the whole financial sector.

Such are the sums of money involved - between US\$4bn and \$8bn in deposits according to some estimates - that these institutions are able to influence strongly, if not dictate, the timing and substance of the new regulations.

Mainstream bankers are sceptical of the ability of Islamic institutions to continue high rates of

return of, in some cases, 24 per cent on Egyptian pound and US dollar deposits. This return, when Egyptian banks themselves have been paying 13 per cent on local currency accounts, is the secret behind the success of these companies.

But there is a sense throughout the Egyptian financial community that the party may be coming to an end. Islamic institu-

These institutions are at present transforming themselves from currency speculators and commodity traders into local conglomerates, investing in a range of industries and services. They are trying rapidly to construct a respectable base as managers of enterprises that are contributing tangible benefits to the Egyptian economy.

Mr Noaman Gomes, legal

means of providing some protection for investors.

The new companies will be

obliged to publish annual bal-

ance sheets, deposit cash with the central bank, and pay taxes.

Al Rayan is likely to be asked to

repatriate funds lodged abroad and invest them locally.

The Government is concerned

that the Islamic sector has sim-

ply been collecting the savings of

millions of expatriate Egyptians,

most of them in the Gulf, and

shifting these funds to Europe or

North America on interest-bearing deposit - notwithstanding

the Islamic ban on usury -

thereby depriving cash-starved

Egypt of hard currency.

Al Rayan confirmed recently

that a high proportion of its

funds is held outside the

country. About 25 per cent is invested

abroad and a further 35 per cent

employed in dealing in precious

metals and general trading.

Some 20 per cent is lodged in

projects with the remainder

held as a cash reserve.

A suspicion among local and

foreign bankers is that some

investment companies have been

operating pyramid schemes - in

other words, they have been pay-

ing dividends from the funds of

new depositors, and that inevita-

bly one of these institutions will

come crashing down bringing

others with it.

But, for the moment, the local

currency has stabilised. Depo-

sitors have in effect been forced

to involve themselves in more

productive businesses, taking

over ailing companies and

undertaking property projects.

Al Saad, for example, has

launched house purchase pack-

ages which include an apart-

ment, car, oven, heater, refrigera-

tor and blender. The company

recently took a 75 per cent stake

in the local Zanussi refrigerator

factory.

It is also said to have cornered

the local market in small Fiat cars, buying up most of the available stock. These cars have appreciated by as much as 50 per cent in the past six months, partly because of shortages.

Defenders of Islamic invest-  
ment houses - prominent among  
which is Abdel Razak Abdel  
Meguid (right), who  
was Egypt's economic  
chief under the late  
President Anwar Sadat  
- say that they should  
be encouraged. The  
International Monetary  
Fund, however, has  
been urging the country  
to bring them under  
control, Tony Walker  
reports from Cairo

One of the factors that has  
enabled Islamic deposit takers to  
pay high dividends under the  
"profit and loss" contracts they  
make with their clients is that the  
Egyptian pound in the past  
two years has depreciated by an  
average of 30 per cent annually  
against foreign currencies. This  
provided bonanza for currency  
speculators in a huge unofficial  
market in which sums of  
between \$2bn and \$4bn were  
being traded each year.

The Government blocked this  
application, but Islamic invest-  
ment companies are nevertheless  
becoming involved in the bank-  
ing sector. Al Sharif has a 25 per  
cent interest in Islamic Bank and  
plans to increase this to 30 per  
cent.

Egypt's Islamic investment sec-  
tor from the view of local bankers  
and business is in entering a  
testing new phase. Not least of  
the difficulties the heads of these  
enterprises face is having to  
make the transition from specu-  
lators and traders to managers of  
enterprises.

There is, according to main-  
stream bankers who are having  
to grapple with many problem  
loans in local industries that  
have failed, much scope for mis-  
take. "I would say these are  
clever people," observed one  
prominent Egyptian banker, "but  
I would not say they are sophis-  
ticated."

Pernod-Ricard may cut  
Coca-Cola trade ties

BY GEORGE GRAHAM IN PARIS

PERNOD-RICARD, the French drinks company, has fallen out with Coca-Cola and may break off its production and distribution agreement with the US soft drinks group.

The two companies have disagreed over how much to invest in developing Coca-Cola and its other brands - Fanta, Sprite and Finley tonic water - in France, and have begun "serious negotiations" which could end in a parting of ways.

At the same time, Pernod-Ricard revealed plans to buy back 5 per cent of its own capital.

Pernod-Ricard is the licensee for most of France for Coca-Cola, which claims an 80 per cent share of the French cola market.

The Coca-Cola brands accounted for FFr1.43bn (\$266.8m) of Pernod-Ricard's sales in 1987, around 10 per cent of the French company's total turnover.

BankAmerica  
Corporation

Incorporated in the State of Delaware

U.S. \$400,000,000 Floating Rate Subordinated Capital Notes Due 1997

Holders of Notes of the above issue are hereby notified that for the next Interest Sub-period from 7th January, 1988 to 8th February, 1988 the following will apply:

1. Interest Payment Date: 7th March, 1988
2. Rate of Interest for Sub-period: 7 1/2% per annum
3. Interest Amount payable for Sub-period: US \$325.00 per US \$50,000 nominal
4. Accumulated Interest Amount payable: US \$66.75 per US \$50,000 nominal
5. Next Interest Sub-period will be from 8th February, 1988 to 7th March, 1988.

Agent Bank  
Bank of America International Limited

NOTICE OF REDEMPTION  
To Holders of:

## U.S. \$200,000,000 GMAC Overseas Finance Corporation N.V.

10 1/2% Notes due February 1, 1990

Notice is hereby given that pursuant to Paragraph 5(b) of the Notes and Section 6 of the Fiscal and Paying Agency Agreement dated as of February 1, 1983 between GMAC Overseas Finance Corporation N.V. (the Company) and Chemical Bank, Fiscal and Paying Agent, the Company hereby gives notice of its election to redeem all of the 10 1/2% Notes due February 1, 1990, which are fixed for redemption shall be on February 1, 1988 and that notes will be redeemed at the rate of 100% of the principal amount thereof together with accrued interest to the date fixed for redemption. After February 1, 1988 the Notes will cease to accrue interest. The Notes will be redeemed upon presentation and surrender together with all appurtenant coupons, if any, maturing on and after the date fixed for redemption at the principal office of the fiscal agent, Chemical Bank, 85 Water Street in New York City or at the principal offices of Chemical Bank in London, Frankfurt, Paris and Zurich and the principal office of Banque Bruxelles Lambert S.A. in Brussels and Banque Generale du Luxembourg S.A. in Luxembourg.

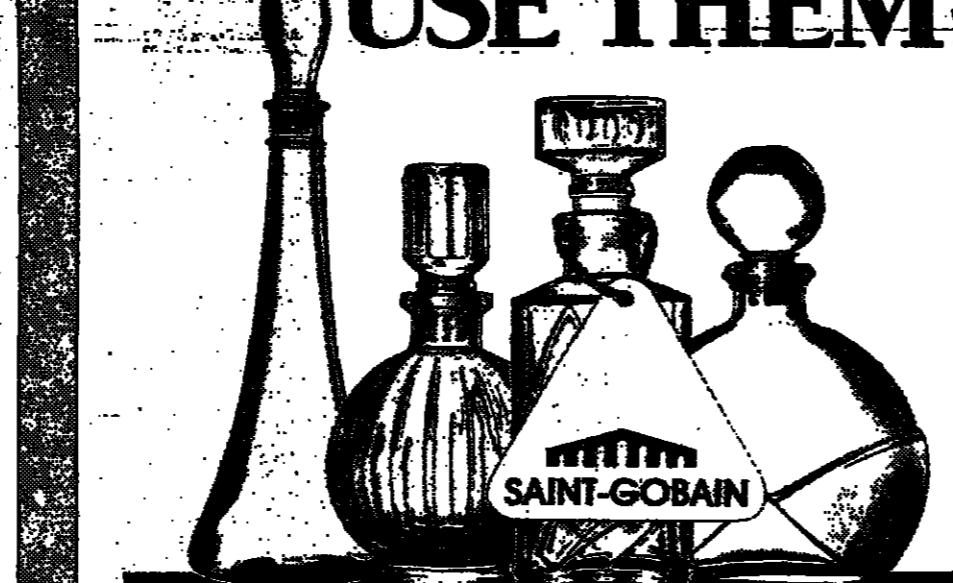
GMAC Overseas Finance Corporation N.V.  
Dated: December 30, 1987

NEVI  
A/S NEVI

DKK 600,000,000 Floating Rate Notes due 1993

Tranche A of DKK 300,000,000

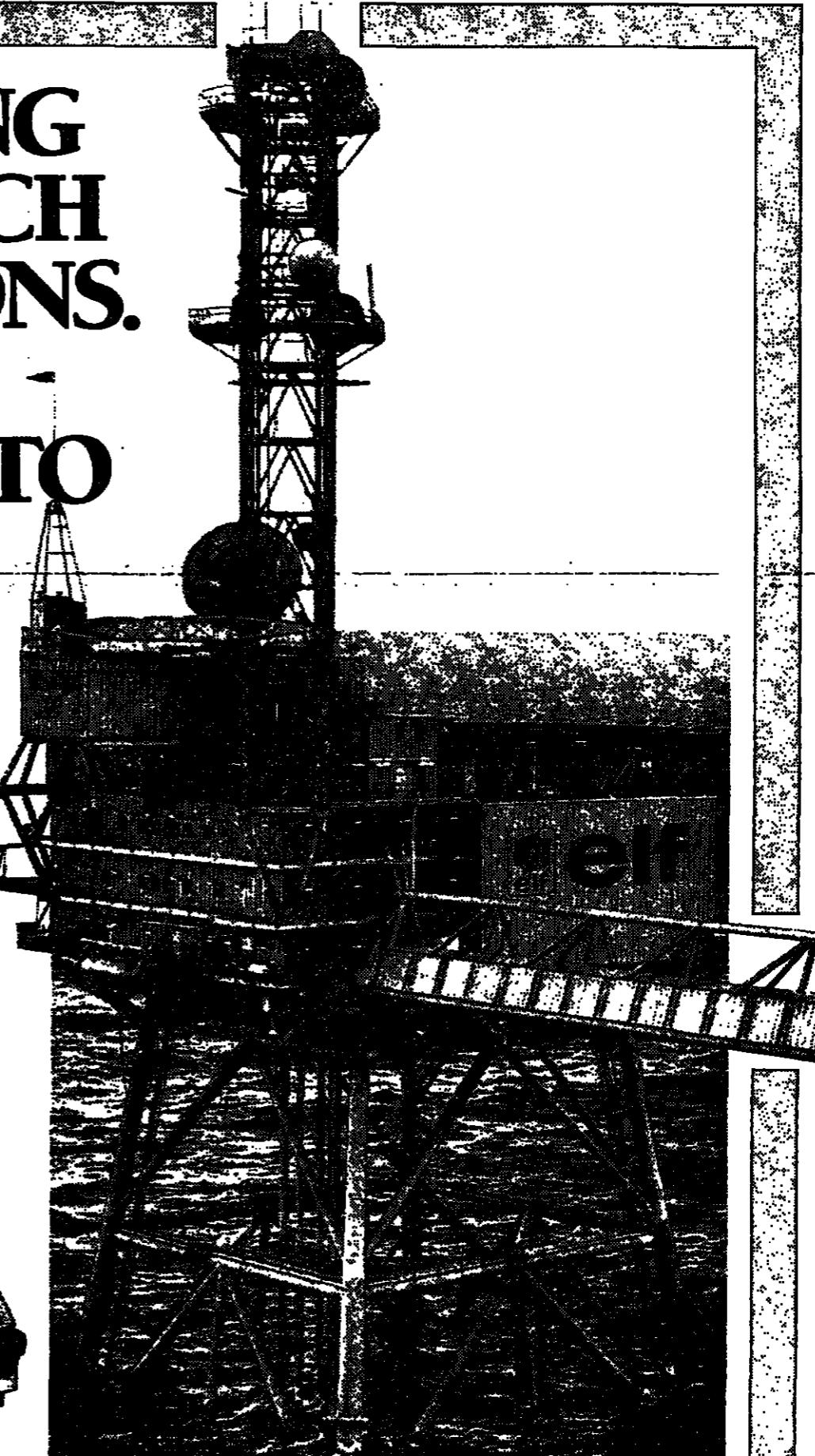
In accordance with the provisions of the Notes, notice is hereby given that, for the three month period, 6th January, 1988 to 6th April, 1988, the Notes will bear interest at the rate of 10.125 per cent per annum. Coupon No. 6 will therefore be payable on 6th April, 1988 at DKK 2,559.38 per coupon for Notes of DKK 100,000 nominal.

KANSALLIS-OSAKE-PANKKI  
London BranchINTRODUCING  
THREE FRENCH  
EQUITY OPTIONS.  
HOW WILL  
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A. As a hedge against the occasional  
fragilities of the French equity market?



B. As a versatile investment vehicle which eliminates the  
risk of mistiming transactions in volatile markets?



C. As a high octane investment with immense  
performance potential and a limited downside?

The right answers are A, B and C.

Because with the launch of the first three French equity options - Peugeot, Elf Aquitaine and Saint-Gobain - on The London Traded Options Market on Thursday 7th January 1988, all of the strategic opportunities which options can offer will be available to those managing French portfolios.

So, too, will all the advantages of

The London Traded Options Market itself - notably its high degree of liquidity and its efficient administration and service.

For advice on how to use French equity options, please send us the coupon or for help with specific options problems contact Karin Weiss at the International Stock Exchange on 01-588 2355 ext. 29980.

To: The Executive Marketing Officer, London Traded Options Market, The International Stock Exchange, London EC2N 1HP. Please send me more information on:

The London Traded Options Market  
 French Equity Options (please tick appropriate box/boxes)

NAME \_\_\_\_\_

POSITION \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

POST CODE \_\_\_\_\_

FT 6/1/88



Giving investors more options



## UK COMPANY NEWS

TALKS ON WITH SUMITOMO OVER PETROCHEMICAL COMPLEX

## Shell plans Singapore expansion

BY STEVEN BUTLER

Shell International Chemical Company, part of the Royal Dutch/Shell Group, yesterday said it had offered to buy the Singapore government's 50 per cent stake in the Petrochemicals Corporation of Singapore, which operates a petrochemical complex on Pulau Ayer Merbau.

Temasek, Singapore Government holding company, yesterday valued the entire complex, which is 50 per cent owned by a consortium of Japanese companies led by Sumitomo Chemical Company of Japan, at \$82bn (\$534m).

Shell declined to put a price on the proposed acquisition, although it said it would lead to

a significant expansion of the group's presence in Singapore.

It added that discussions were proceeding with Sumitomo, which is the principal private Japanese shareholder.

The complex, said to have

lost money since it opened in 1984, although profits were

expected to be reported for 1987.

Shell has a major presence in

Singapore, with refining capacity of 450,000 barrels per day, and

operates a distribution network.

Singapore began to build its refining and petrochemical plant in the last decade, and is now a major regional centre for the industry, which includes the processing of oil cargo passing from the Gulf to the Far East.

Petrochemicals Corporation operates an ethylene plant, and owns 50 per cent of Polyolefin Company, producer of low density polyethylene and polypropylene, 50 per cent of Ethylene Glycols Singapore, in which

Shell has a 20 per cent holding, 50 per cent in Phillips Petroleum Singapore. Chemicals, which manufactures high density polyethylene, and 50 per cent in

Denka Singapore, which manufactures carbon black.

The Singapore government has

begun a major privatisation programme aimed at reducing government domination over the economy. The oil-related industries earlier provided a major

source of growth, although they

suffered badly in 1985 owing to overcapacity.

Shell International Petroleum, a subsidiary of Shell Transport and Trading of the Royal Dutch/Shell Group, has invested \$45m at its UK Stanlow plant and at Berte in France as part of the first stage of installing new process technology for making oil additives.

Total capacity for detergent lubricating oil is to exceed 100,000 tonnes per year after a 30 per cent expansion at both sites. Production capacity at Stanlow for ashless dispersant is to double in three years, while a new dispersant plant is to open in Berte in 1989.

The Singapore government has

begun a major privatisation programme aimed at reducing government domination over the economy. The oil-related industries earlier provided a major

source of growth, although they

## Brunnning back in profit with £0.36m

BY FIONA THOMPSON

Brunnning Group, once one of Britain's leading advertising agencies, has returned to profit after two years of losses. The company yesterday unveiled pre-tax profits of \$357,000 for the six months to September 30, 1987, compared with a loss of \$208,000 for the same period in 1986. Earnings per share were 7.9p against a 3.2p loss.

"I am delighted," said Mr Trevor Shonfeld, chief executive. "It is the best news ever when a business can turn itself round. It was a lot of hard work."

For the full year to March 31, 1987, Brunnning reported a \$333,000 loss, though this was an improvement on the previous year's \$1.18m deficit. The last profitable full year was 1984/85 with \$377,000.

Advertising agencies account for 54 per cent of Brunnings' gross income. The group has five agencies, in London, Birmingham, Bristol, Manchester and Leeds and, according to Mr

Shonfeld, now ranks 19th among UK agencies in billings (turnover) terms.

"Our ranking is now the highest it has been for 15 years. We're heading for the top ten, and will be there within three to four years," said Mr Shonfeld.

After a competitive pitch, it has just won the Toyota account, for the whole of the car company's UK advertising, worth \$7m. MFI Furniture is Brunnings' biggest account, at \$10m. Other clients include the National Building Society, Northern Dairies and Pilkington.

The group's public relations company, Leedex, accounts for 16 per cent of total income. The October acquisition of MPR Communications places Leedex in the top 20 UK agencies, with a fee income in excess of \$3m.

The marketing division provides the remaining 31 per cent of group income.

Group turnover for the six months was \$29.2m, against

income in excess of \$28.3m.

There was a tax credit of \$98,000 (\$12,000 charge). An interim dividend of 1.25p (nil) has been declared.

## Brown Boveri pays £7m for German company

BY CLAY HARRIS

Brown Boveri Kent (Holdings), the industrial process control and measurement group, is to buy a leading West German maker of domestic water meters, for DM21m (\$7m) in cash.

BBK, the UK-listed subsidiary of BBC Brown Boveri, the Swiss engineering group, is to buy the Mannheim-based water meter activities of Bopp and Reuther.

This is intended to enhance BBK's world-wide position in the

## Zetters Leisure raises profits 10% to £705,000

BY CLAY HARRIS

Zetters Leisure, owner of 30 bingo clubs, yesterday reported pre-tax profits of £705,201 for the six months to September 30, 1987, a period ending only four weeks after it was demerged from football pools operator Zetters Group.

The results, prepared as if the bingo group had been independent for the entire half, showed a 10 per cent pre-tax advance on comparable six months in 1986.

Zetters Leisure intends to underline its separate identity in March by moving its head office to Northampton from its former parent's headquarters at Clerkenwell, London.

calculated by the same demerger accounting standards.

Turnover advanced by 21 per cent on the same basis to \$5.46m, and earnings per share by 10 per cent to 3.31p (3.01p). The company will pay an opening interim dividend of 0.55p.

Mr David Isaacs, managing director, said Zetters Leisure had paid a total of more than \$1m in cash and shares since the year-end to buy bingo clubs in Hereford and Sheerness from independent operators.

Although the Zetters family still owns a majority of the bingo group's shares, it is willing to see this stake diluted to less than 50 per cent to achieve the right acquisitions.

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## JOBS

## Word problem • Prices of working overseas

BY MICHAEL DIXON

WOULD readers please start the new year by helping with a professional identity problem which is perplexing a number of men and women across Europe?

They know who they are, all right, and also what they do. It is helping people who have been sacked or otherwise plunged into job difficulties to re-establish their careers.

The snag is that they don't know what to call their activity. Indeed, in their recent meeting in Geneva, they spent a whole afternoon and a good deal of the following morning debating the matter without being able to agree on a solution.

At present the most commonly used term for what they do is "outplacement", which was imported from the United States where their trade originated. But the heads of trade's branches east of the Atlantic dislike the imported word.

The main reason is that it puts the stress on out, as in "outcast", so reinforcing the notion that anyone in need of their services is a sort of social pariah with something to be ashamed of. By contrast, those who provide the services see themselves as helping fellow human beings, who happen to have been unlucky enough to be thrown on to the thoroughly honourable task of getting back in again.

There is similar objection, on obvious grounds, to the term "redundancy counselling". "Re-employment counselling" is also disliked perhaps because, in a growing number of cases, the

only recovery route open to folk who lose their job lies not in obtaining another one with some established organisation but in earning their living on a self-employed footing.

So the problem, to which I hope readers will apply their wits, is to devise an appropriate name for the activity. It does not have to be an English term. It could be in any of the European languages, provided it can be translated into the others without unfortunate overtones — a proviso which scuppered the proposal of a French delegate at the Geneva conference that the rest of Europe should adopt France's name for the game, which translates as "professional reinsertion".

## Living costs

NOW to the table which throws some light, at least, on a question that is frequently put to the Jobs column by people of various nationalities. The query is: if I went to work as an expatriate in such-and-such a country, how much would it cost to keep up the standard of living I have at home?

The figures have been kindly provided by the Employment Conditions Abroad consultancy which operates as a trade association keeping check on employment conditions in a wide variety of places on behalf of the international organisations which subscribe to it.

The table is drawn from the consultancy's latest survey of

Nationality of typical middle-rank manager*	Gross salary in home country £	COST OF KEEPING UP HOME PATTERN OF SPENDING ON CONSUMER GOODS IN:						
		United Kingdom £	United States £	Switzerland £	Netherlands £	West Germany £	France £	Australia £
British American	23,000	7,500	8,175	14,100	9,675	10,875	10,800	7,200
American	28,550	12,625	9,810	19,695	14,625	12,025	12,000	22,500
Swiss	28,500	12,625	9,810	19,695	14,625	12,025	12,000	22,500
Dutch	25,250	7,229	6,924	12,098	7,409	9,233	9,131	6,163
West German	45,770	9,104	8,632	14,780	10,335	10,710	11,403	7,673
French	34,520	9,600	9,164	15,492	10,800	11,565	9,910	7,800
Australian	21,600	8,464	7,693	13,797	9,730	10,504	10,470	6,250

\* Responsible for function such as marketing in medium-sized company.

worldwide living costs which covers about 70 lands. My data, however, refer only to seven different nationalities of expatriates working in a range of countries throughout their home territories. Anyone wishing for further information should contact ECA's Barry Rodin at 16 Blyth Street, London SW3 3TY; telephone 01-351 7151, telex 299751.

In every case the expatriates are assumed to be doing the same type of job, heading a function such as marketing in a company of medium size. The first column of figures shows, in sterling, the exchange rate prevalent in mid-December, the expected gross salary which would receive in their native land. The remaining columns show how much it would cost them to maintain their home pattern of spending on consumer goods — food and drink, clothing, household durables, services like dry cleaning and car-running costs — in each of eight countries.

Take for example the British representative who in the UK would have a gross salary of \$23,000 of which \$7,500 would be spent on such goods each year. Keeping up the same level of consumption in Australia would cost \$8,175 in the US, \$14,100 in Switzerland, \$9,675 in Holland, \$10,875 in West Germany, \$10,800 in France, \$7,200 in Australia, and \$19,500

## PR chief

HEADHUNTER Clive Deverell of the Bull Thompson consultancy is offering a top executive job in the public relations field, with much emphasis on business development. The employer is Forman Grayling International, now part of the UK-owned Lopex group.

Grayling's billings for public relations work in Britain are running at about \$6m and it is keen to expand its business further afield. Hence its search

through Mr Deverell for a director of European operations.

The company already has offices in Paris, Brussels and Frankfurt, but they have so far been run as individual units. The newcomer's main responsibility will be to weld them to a co-ordinated operation and use it as the foundation for building a top-ranking Europe-wide PR business.

Beginning by developing a convincing strategy for the expansion together with detailed marketing proposals for capturing new clients throughout the Continent, the recruit will then take the lead in carrying the plan into effect. But in addition, the director will be expected to take personal charge of a small number of key accounts.

Accordingly candidates should be demonstrably skilled in all the techniques of PR, as well as having a successful record in the management of people and the various other aspects of running

through Mr Deverell for a director of European operations.

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## Independent Pension Fund

## Portfolio Manager/Economist

London

Age 24/29

A vacancy has arisen with one of Britain's largest independent pension funds for a Portfolio Manager/Economist who will provide international and domestic economic analysis, be involved in the asset allocation process and assist with all aspects of the fund's management. The equity portfolios are mostly managed passively with asset allocation the key to superior performance. The person appointed will also deputise for the Investment Manager in his absence.

The job requires a high degree of numeracy and candidates are likely to have a first degree in an economics related subject, followed by an MBA/MSc (or equivalent) with an emphasis towards economics. An understanding of modern portfolio management

techniques and the use of financial futures and options, as well as familiarity with international markets would be an advantage.

This position offers an interesting opening for a person wishing to pursue a career in portfolio management using these up-to-date techniques. The salary is likely to be in the region of £30,000 plus car and benefits.

Please reply in confidence to Keith Fisher, quoting ref. 852, at Overton Shirley and Barry, Prince Rupert House, 64 Queen Street, London, EC4P 1AD. Tel: 01-248 0355.

*Overton Shirley & Barry*  
INTERNATIONAL SEARCH AND RECRUITMENT CONSULTANTS

## —PROFESSIONAL DEVELOPMENT EXECUTIVES—

Economic and Industrial Development

Based Sidcup Kent,

## PROPERTY SERVICES

c£16,000 + car leasing

## Responsible for:

- Comprehensive advice on property-related matters to large and small industrial and commercial renting, buying or developing land and premises.
- Identifying and facilitating industrial development opportunities, and assisting with the initiation and feasibility of corporate development proposals and projects.

Applicants should be used to working as a member of a small, multi-disciplined team and have a broad experience of the development process from conception into construction. Knowledge of planning matters, design criteria, feasibility and location studies and client requirements is essential. An entrepreneurial flair and strong motivation are key requirements.

## EMPLOYMENT AND TRAINING

c£14,000 + car leasing

## Responsible for:

- Advising new and existing employers on all employment-related and training facilities and initiatives available in the Borough.
- Developing the provision of business and management training, and counselling companies so as to improve their viability and employment prospects.
- Implementing the Council's 'key worker' housing assistance scheme. (including those employees moving from lower cost housing areas)

Applicants should have good knowledge and experience of recruitment, training and employment practice as well as the scope and relevance of assistance available to employers and training providers from MSC and Central Government. Effective communication skills are required.

An ability to stimulate and encourage change through the provision of practical solutions calls for sound knowledge of business management and an enthusiastic approach.

**THE ECONOMIC DEVELOPMENT UNIT** is a successful, commercially-oriented business development agency with specialist property, financial, training and promotional resources. Between 1982 and 1987 it has contributed to the creation and retention of 3000 jobs and environmental and development, enterprise and regeneration projects in the Borough. A comprehensive co-ordinated programme of assistance and support (including grants, loans and venture capital) has increased employment opportunities, accelerated investment and facilitated a growing partnership between the public and private sectors.

Application form available from Technical Services Secretary, Sidcup Place, Sidcup Kent (01-361 7777 ext 3548). Closing date for completed applications 20th January 1988.

**Bexley London Borough**

## Gilt Sales

A powerful, leading Investment Bank providing global services of the very highest quality, seeks to appoint high calibre individuals in the Gilt Market.

Applicants will have established a remarkable record of achievement with at least two/three years experience of Gilt Sales to Institutions. To reflect the importance the bank attaches to this position suitable applicants in this field can expect rewards to match their ambitions.

## Financial Futures and Options Trader

A leading Market Maker with an enviable City reputation, offers a challenging career for two ambitious Traders with at least two/three years experience of Futures/Options. The more senior post, which is office based, requires an articulate trader with well developed client liaison skills, while the junior position requires a silver badge holder capable of efficiently executing a high volume of business.

If you are able to meet the above criteria, please contact Daniel Berry on 01-929 2383 or send a full CV in strictest confidence to Reed City, Fourth Floor, 1 Royal Exchange Avenue, London EC3V 3JL.

**REED... City**

Financial Editor/  
Securities  
Compliance

LONDON

Prestigious investment banking house seeks experienced copy and rewrite editor to edit brokerage house reports. The successful candidate will also be responsible for ensuring that the final reports comply with UK and US securities laws and regulations.

Financial background, strong logic, keen eye for detail, proof-reading skills, and ability to work quickly and efficiently under pressure required. Some knowledge of graphics, layout and word processing helpful.

Please send resume in confidence to: TG West, Managing Director, (Ref 8535), Associates in Advertising, Columbia House, 69 Aldwych, London WC2B 4DX or telephone: on 01-870 3299 and speak to Jean Kelman (transfer charge).

Please state any company to which your application should not be sent.

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system implementation/development would be an asset.

Ref B8537/FT/1

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Working very closely with the Managing Director of the Bank you will play a major part in the strategic development of the business. There will be considerable client contact in the corporate and private banking sectors and you will assist and deputise for the MD and trouble shoot on ad-hoc loan projects.

A combination of solid practical and theoretical credit experience must be coupled with a determined, mature and enthusiastic approach to achieving results. Aged at least 25 you should be qualified to degree level or hold a formal banking qualification. Of prime importance however is the ability to accept greater responsibilities as you and the bank develop. Ref B8537/FT/2

Both these positions offer the unique opportunity to join a new banking operation and to make a major contribution to its profitable development. The salaries will be negotiable as indicated and there are excellent fringe benefits including subsidised mortgage and relocation assistance where appropriate.

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Future brokers, desk traders and analysts with relevant experience required by expanding private client brokers.

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c £35,000 + bonus

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Mr Morton 01-480 0379

A Newly Established Japanese  
Securities Firm

is seeking to recruit dealers with experience in US Treasury, UK Gilt and J.G.B. markets. Remuneration is negotiable and includes banking benefits.

Please send CV to The Personnel

Department, Box 40776, Financial Times,  
10 Colmore Row, London, EC3V 3JL

## Fund Manager

Hong Kong

Age: 24-32

A leading British investment management company is looking for an equity fund manager to work in its Hong Kong office for three years to share responsibility for investment management of institutional client portfolios in the Pacific Basin Region excluding Japan.

The applicant should have at least three years experience of the region, as a stockbroker, fund manager, analyst or banker and should be familiar with the local economies and stock markets. The position further requires a decision maker who is capable of helping to manage an office of seventy staff and who can expect to become a local director.

Remuneration will include housing, social and other benefits and be in line with the Company's policy of well rewarding able executives.

Applicants should write in confidence, enclosing a full resume, to the Personnel Director, Baring International Investment Management Limited, 9 Bishopsgate, London EC2N 3AQ.

## Bank Treasurer

c. £30,000 + Car + Benefits

Our client is a well-established, quoted, London-based financial services group offering a growing range of services to its personal and corporate customers.

A principal subsidiary of the group is an authorised bank which has developed a special expertise in providing finance for residential and commercial property purchase and development in the UK.

A young professional is sought to take charge of the bank's treasury operations, with full responsibility for the formulation and implementation of funding strategies for the group as a whole. This will require the management of the liquidity position, the negotiation and management of borrowing facilities and wholesale deposits, and the use of instruments to minimise the overall funding cost.

The person appointed is likely to have had not less than five years' experience of treasury management in a UK-based bank or licensed institution, and will have the self-confidence, initiative and drive to make a major contribution to the profitability of the business.

This key appointment will command an initial salary of approximately £30,000, which will be supplemented by a car and a range of other benefits.

If you wish to apply for this position please write - in confidence - enclosing a CV to Douglas Austin, ref. B.7024.

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## N M Rothschild & Sons Limited

# International Corporate Finance

## Assistant Director/Manager

N M Rothschild & Sons Limited is seeking an able and ambitious corporate finance professional, based in London, to work principally on business with an Asian connection.

### OUR CLIENT

◇ The Rothschild Group has extensive activities in the Asian region with offices in Hong Kong, Tokyo, Singapore and Australia and a joint venture in Kuala Lumpur.

### THE POSITION

◇ The successful candidate will handle transactions both directly from London and jointly with regional offices.

◇ The work includes mergers, acquisitions, new issues, restructurings, privatisations, advisory and other transactions.

### QUALIFICATIONS

◇ Good technical corporate finance skills covering a broad range of transactions.

◇ A graduate aged 27-33, ideally with a professional qualification.

◇ Willingness to travel. Asian experience would be preferred but is not essential.

### COMPENSATION

◇ Remuneration will be generous and will include profit sharing and other significant banking benefits.

◇ An unusually interesting, varied and intellectually demanding position.

**N.B.  
SELECTION  
LTD**

Please reply quoting Reference F3802 to:  
37 Dover Street, London W1X 3RB

## Financial & Banking Consultants

to £27,000 + Car + Benefits Central London

Our client, a prestigious management consultancy, has a world-wide practice and an unparalleled tradition of service to banking and financial institutions.

Due to sustained growth the Banking and Financial Services Group has an urgent requirement for high calibre individuals with the ability to move into a consultancy role. Ideal candidates for these positions are likely to have gained experience within Internal Audit, preferably in an international banking environment and will be graduates in their middle to late twenties.

As a Consultant you will initially be working on a wide range of Compliance projects before undertaking a more general consultancy role. Expertise in one of the following areas would therefore be highly advantageous:

• Capital Markets • Treasury • Operations and Accounting • Control Systems • MIS • Risk Management

Especially valuable would be familiarity with current trends in the application of IT to the Banking and Finance Sector. As you would expect, strong interpersonal and analytical skills are essential for this role. In return our client offers excellent career development prospects together with a generous benefits package.

For further information contact Laurie Boyall on 0753 857519 (office hours) or 01-741 4087 (evenings and weekends) quoting ref NY01. Alternatively send your CV to him at: McGregor Boyall Associates - Executive Selection, The Lodge, 66 St Leonards Road, Windsor, Berkshire, SL4 3BY.

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boyall**

## International Banking

### MARKETING OFFICER

An International Bank with extensive U.K. Corporate Finance business require a person aged in 20's - m 30's for a combination marketing role. The responsibilities will incorporate maintenance of client relationships and business development plus preparation of credit applications. Suitable candidates will offer appropriate credit training and previous involvement in marketing gained from a corporate banking background.

SALARY: to £20,000 p.a.

### CREDIT ANALYST

A prime European Bank seek an additional analyst aged 25 - 35 and ideally ACIB qualified to support the Account Relationship team. Duties will involve preparation of proposals in respect of a variety of lending situations and require risk assessment skills in addition to financial analysis.

SALARY: c £18,000 p.a.

01 628 7601

Gordon Brown

Jonathan Wren

## SPOT CABLE TRADER

The London branch of a leading Italian bank is seeking a foreign exchange dealer. Prospective candidates should have a minimum of three years experience dealing on spot cable. Salary negotiable (at market rates) plus excellent fringe benefits. Contact Norma Given.

## MANAGER CURRENCY PORTFOLIO

As part of its expansion programme for 1988, the recruitment of an experienced manager to run its multi-currency cash book is an urgent requirement of this major British bank.

A successful career to date within a financial institution or international corporation must be shown together with a proven track record in managing currency funds exposure for corporate and private clients, mostly non-UK residents. The position will be high profile therefore the ability to communicate at all levels and to be diplomatic are pre-requisites. A thorough knowledge and understanding of financial markets is also necessary. Ideal age range is 30 to 40 years. Contact Richard Meredith.

LONDON

HONG KONG

SINGAPORE

SYDNEY

**Jonathan Wren**

Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP.  
Telephone: 01-623 1266. Fax: 01-626 5258.

## FINANCIAL FUTURES IN TOKYO Up to £50,000

### +BONUS + RELOCATION ALLOWANCE

Our client a well established International Commodities Company is currently expanding its Tokyo based operations and as a result there are vacancies for at least one possibly two persons.

A unique opportunity awaits suitable applicants in this challenging and growing environment. Desired applicants will be young, dynamic, energetic and of good educational background (at least 'A' Level standard). A minimum of 6months-1yrs experience in Financial Futures in sales or trading is essential. Ability to speak Japanese would be an advantage but not a must. Interviews for this position will be closed by 14th January 1988, therefore interested candidates must contact immediately:

MARK STANDEN, EXECUTIVE CONSULTANT  
on 01-236-8192  
JAC RECRUITMENT  
23 COLLEGE HILL  
LONDON EC4R 2BT

**JAC**

## Chief Executive

Yorkshire and Humberside Development Association

Following the appointment of Dr. John Bridge to the Northern Development Company, we are seeking a new Chief Executive for the Association.

Based in Leeds and employing 20 people, the Association receives an annual income in excess of £1 million from central and local government and private industry. Its role is to promote the economic and commercial resources of Yorkshire and Humberside and so to encourage investment and to create or protect jobs. The target areas are the US, Western Europe, the Far East and the UK.

The YHDA has earned a first class reputation and has excellent facilities and a committed professional team. The Chief Executive's role is to spearhead the promotional programme, to work closely with public and private sponsors, to prepare and implement strategy - but

above all to provide direction and leadership.

Candidates, male or female, probably graduates aged 35 to 50 with a background in economic or business development, could come from public or private sector. They must already be successful managers who can lead a team, develop an organisation and achieve results. With a thorough understanding of the needs of business, they must be able to work productively with central and local government.

Salary around £35,000 plus car; other benefits include pension and relocation help if needed.

Please send career details - in confidence - to D. A. Ravenscroft at YHDA, Westgate House, 100 Wellington Street, Leeds LS1 4JZ

**Ravenscroft & Partners**

## Controller of Treasury

Central London

£37.5K + executive benefits

Our client is a leading diversified group, operating within three main divisions: financial services, real estate and commerce. The company is active in the UK, Europe and the USA and has an enviable reputation for dynamic growth, both organically and by acquisitions, managed by a highly professional team. It has sales in excess of £1bn and a net worth exceeding £300m.

There is now a need to appoint a Controller of Treasury to join a team of six. Full and total responsibility for the whole operational side of the treasury function, managing the dealing team and fulfilling the role of deputy to the Group Treasurer will form the initial scope of the position. The company pursues a progressive risk management style, utilising all of the latest banking products; development of these aspects, and integrating treasury further into the trading activities of the company, will duly be the Controller's responsibility.

You are likely to be a Treasurer, Assistant Treasurer or holding a similar senior position in a medium to large international environment. You must be keen to expand your experience in a context which is creative, fast moving and highly professional. Aged 30 to 40, you should be a graduate qualified Accountant, Treasurer or Banker.

Please reply in confidence giving concise career, personal and salary details, together with a daytime telephone number and quoting reference 1530 to:

Geoffrey Rutland ACA, ATIL, Executive Selection Division  
Binder Hamlyn Management Consultants, 8 St Bride Street, London EC4A 4DA

**BinderHamlyn**

MANAGEMENT CONSULTANTS

### BANKING AND STOCKBROKING OPPORTUNITIES

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bank, currently expanding the bullion  
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Each application should be detailed and will be  
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ENGLAND

**FINANCE DIRECTOR**  
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TOP SALARY

New Industrial Holding Company Based in London within the D.I.Y. supply  
sector is looking for a Bright Financial Director with particular aptitude and  
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A realistic equity stake would be made available to the successful candidate.

The position would appeal to someone aged 25/35 who wishes to convert his  
or her financial talents into a large personal capital gain in the next three  
years. It would not appeal to a 'run of the mill' financial accountant.

We are looking for someone with a lively mind, commitment and ability to  
think laterally.

Professional Qualifications would be a distinct advantage.

**REPLIES TO:**  
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Culicich Industries (UK) Limited  
10 Culford Gardens  
Sloane Square  
London, SW3 2ST

### OFFICE MANAGER STOCKBROKING

Compensation package £45,000 - £55,000

An International Investment Group which have recently acquired a  
controlling stake in a UK Stockbroking firm wishes to recruit an  
experienced Office Manager to take charge of the entire operations.

Candidates should be thoroughly conversant with all aspects of  
back-room operations, and would be expected to help implement  
computerized accounting and settlement systems. This position  
calls for serious commitment from the successful candidate to run  
the operations efficiently and profitably.

Write Box A0770,  
Financial Times,  
10 Cannon Street,  
London, EC4P 4BY.

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Kent, Sussex, Surrey & Essex  
Highly reputable and well established financial group  
have career opportunities within its successful sales  
team. Successful candidates will undergo full and  
thorough training in order to successfully advise  
private and corporate clients. Applications are invited in  
strictest confidence from candidates aged 24-45,  
resident in the above locations, who are able to  
demonstrate previous success in any field.

To apply for an initial exploratory interview, write in  
strictest confidence to Box A0774, Financial Times,  
10 Cannon Street, London EC4P 4BY

## Corporate Finance

Elders Finance Group is building its Corporate Finance team and applications for  
the following positions are invited.

### Manager Corporate Finance

Working closely with an Associate Director, the Manager Corporate Finance will  
be accountable for ensuring the effective management of corporate finance  
transactions. This will include client contact, deal structuring and account  
management. It is essential that the successful candidate has a proven track  
record in Corporate Finance with at least 3 years' experience. The ideal  
candidate will be a graduate with a relevant professional/post graduate  
qualification.

### Corporate Finance Analyst

The main objective of this position is to ensure that information necessary to  
support the work of the unit is available. This will involve company analysis,  
industry analysis and the creation and maintenance of an information system.  
Ideally the successful candidate will be a graduate with 12 to 18 months relevant  
experience, possibly in a stockbroker or merchant bank, who is looking to  
broaden their current role.

Remuneration and benefits will reflect the importance of the above positions.

Applications should be forwarded to the Personnel Manager, UK/Europe Region,  
Elders Finance Group UK Ltd., 73, Cornhill, London EC3V 3QQ.

**Elders**  
ELDERS FINANCE GROUP  
UK LIMITED

### The Bank of N.I. Butterfield & Son Ltd.

Bank of Butterfield is a prestigious international organisation located  
in major overseas financial centres — offering a wide range of services  
to its clients. Due to our continued growth, we are seeking candidates  
for:

### Foreign Exchange Dealer

As a key member of our team you will have demonstrated progressive  
achievement in your career to date. You are conversant with:

- All major currencies in spot and forward markets.
- Eurodeposits markets.

You will have:

- A minimum of four years' trading experience.
- Developed good contacts with the market.

It is anticipated that this position will appeal to an ambitious person  
in their mid-twenties who is attracted to an international environment.

### Interbank Deposit Dealer

The ideal candidate will be mature and have a minimum of 5 years'  
experience and a demonstrably successful track record.

- Specific knowledge of Eurocurrency markets.
- Conversant with the major currencies.
- Familiarity with foreign exchange markets.
- An understanding of FRAs, interest rate swaps, Euro-Commercial  
paper.

The candidate will demonstrate knowledge and ability in proven  
trading techniques.

We offer a tax-free environment in one of the most beautiful resort  
areas in the world. Salary is payable in Bermuda dollars at par with  
the U.S. dollar. Hospital and medical insurance, air-fare and full  
benefits package is included.

Applications, with curriculum vitae and a telephone number, should be  
sent in complete confidence to:  
Alan M. Graves, P.Admin., Senior Manager,  
Personnel & Administration,  
The Bank of N.I. Butterfield & Son Ltd., P.O. Box HM 195,  
Hamilton HM AX, BERMUDA

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### RESEARCH; INSTITUTIONAL SALES; AND PRIVATE CLIENT PORTFOLIO MANAGEMENT.

Charterhouse Tilney is a major British-  
owned agency stockbroker with offices in London,  
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The stockbroking subsidiary of Charterhouse  
plc, and a Member of The Stock Exchange,  
Charterhouse Tilney has already  
expanded substantially in 1987 - a trend  
that is projected to continue in 1988.

To capitalise upon this  
significant growth in all  
areas of our operations, we  
require experienced professionals  
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- Private Client Portfolio Management

The successful candidates are likely to have  
a minimum of 2-3 years experience with a  
first class educational background  
relevant to their specialisation.

These are challenging opportunities to  
develop a career with a highly successful,  
established agency stockbroker.

Research and institutional sales  
positions will be in Liverpool or London.

Private client positions will be in  
Liverpool, London or Edinburgh.

Charterhouse Tilney also intends  
to open additional regional offices,  
and would consider applications from  
established private client executives  
in any UK location.

Remuneration will be commensurate  
with experience and ability.

If you think you meet this brief, reply with  
your current CV to:

Peter Wifford, Charterhouse plc, 1 Paternoster  
Row, London EC4M 7DH or telephone  
01-248 4000, for further details.

**CHARTERHOUSE**

A MEMBER OF THE ROYAL BANK OF SCOTLAND GROUP

## International Appointments

As a result of rapid expansion the leading continental spot broker  
is seeking:

### 2 SENIOR FOREIGN EXCHANGE BROKERS

with at least six years experience in the Spot Foreign Exchange Market.  
Applicants should be highly motivated, ambitious and hardworking individuals and this  
will be reflected by the highly competitive package we are offering.

To broaden our staff base we are also seeking

### 2 JUNIOR FOREIGN EXCHANGE BROKERS

with the same qualities. Applicants should have approximately three years experience in  
the industry or related fields and will be trained by one of the foremost Spot Teams in  
Europe. A similarly competitive package is available for the right people.

Needless to say applicants must be prepared to work in mainland Europe and long term  
employment is envisaged for successful individuals.

Please send your CV and your photograph to the following address:

Mr. Hartmut Kohler  
Schemannstr. 73, 4000 Dusseldorf 1

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- promotion des ventes, création d'événements promotionnels,
- organisation des structures de management, stratégie d'entreprise,
- études de productivité,
- campagnes d'incentives,
- ressources humaines.

Il est nécessaire de posséder un diplôme universitaire ou de grande école et de pouvoir travailler  
en français et dans au moins une autre langue européenne.

Les candidats devront préciser sur leur lettre quelles sont les domaines du conseil dans lesquels ils  
souhaitent travailler.

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### SWITZERLAND

#### THE BANK FOR INTERNATIONAL SETTLEMENTS

an international institution in Basle

has a vacancy for an

#### EDITOR

in its Press Service

(age range 28-35)

mainly to assist in preparing documents for internal  
information purposes.

#### Qualifications required:

English as mother tongue, proficiency in French and  
German, and good knowledge of Italian; thorough grounding  
in economics with emphasis on central bank policy and  
practice and international monetary affairs; ability to  
translate challenging texts on economics and related subjects  
from the above-mentioned foreign languages into English.

Further requirements are an ability to work speedily and  
under pressure, flexibility and adaptability, team spirit.

Applications giving full details (CV, copies of testimonials  
and a photograph) should be sent to the Personnel Section,  
Bank for International Settlements, CH-4002 Basle,  
Switzerland.

## APPOINTMENTS ADVERTISING

Also appears today on page 10

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WITH MINIMUM EXPERIENCE OF SIX YEARS ON BESSER AUTOMATIC  
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## FT LAW REPORTS

## Digest of Michaelmas Term cases

FROM NOVEMBER 3 TO NOVEMBER 20

Forskringsaktsförsäkringsbolag  
Vesta v Butcher and Others  
(FT, November 3)

The plaintiff ("Vesta") pleaded its case in contract and in tort against the underwriters of its reinsurance contract. While Vesta was held that it was entitled to recover, the judge apportioned blame on Vesta in contributory negligence for its failure to check on the brokers' breach of a term in the policy. The issue was whether, on the facts of the case, there was power to apportion under the Law Reform (Contributory Negligence) Act 1945. Where under the general law a person owed a duty to another to exercise reasonable care and skill in some activity, a breach of that duty gave rise to a claim in tort, notwithstanding that the activity was the subject matter of a contract between them. The Court of Appeal held. Consequently it was a case for apportionment of damages under section 1 of the Act.

Deutsche Schachthafen und  
Tiefbohrgesellschaft mbH  
v The RAs Al Khamain  
National Oil Company  
v Shell International  
Petroleum Co Ltd  
(FT, November 4)

The judgment creditor ("DST") obtained a Mareva injunction freezing Rakoil's trade debts, including those of Shell, in the UK. It also obtained a garnishee order against Shell that the debts be paid direct to DST in satisfaction of the judgment debt. The garnishee order was made absolute although judgment for the same debt was obtained by Rakoil against Shell in the RAs Al Khamain courts. In dismissing Shell's appeal, the Court of Appeal stated that (i) under English law the judgment obtained by DST was unimpeachable; (ii) the debt was unquestionably situated within the jurisdiction of the English court; and (iii) the English courts were forbidden by statute to recognise the RAs Al Khamain judgment.

Bray (Inspector of Taxes)  
v Best  
(FT, November 6)

Two trusts of a firm for which Mr Best worked were wound up and the assets distributed to the employees. Mr Best received his sum after he had ceased employment. The Special Commissioner found that receipt of the relevant monies

was attributable to the distribution year but, as Mr Best was not then employed, there was no source for that year and no liability to tax under section 181 of the Income and Corporation Taxes Act 1970. In allowing Mr Best's appeal against a decision that if money was paid for service as an employee, it had to be paid for some definable period of service, or be regarded as spread over the whole period of service, the Court of Appeal held that the correctness of the Special Commissioner's decision could be tested by the difficulty of trying to formulate a principle of apportionment in the circumstances.

Bibby Bulk Carriers Ltd  
v Canselor Ltd  
(FT, November 10)

Order 24 rule 14A, which came into force on October 1 1984, provided that an undertaking not to use a discovered document ceased after it was read or referred to in an open court unless the court ordered otherwise. The rule was not intended to operate retrospectively. The present application was that an implied undertaking not to use a document should be waived in order to make it available to a third party because the body of the document had been read out in open court. Mr Justice Hirst stated that in exercising its discretion whether to release the plaintiffs from the undertaking not to use the document, the court had to consider, *inter alia*, whether the document was still confidential. In his Lordship's opinion, mere publication in open court or in a transcript, did not automatically remove a document's confidentiality and the plaintiffs' application came perilously close to introducing retrospective effect of the new rule through the back door.

Gomba Holdings UK Ltd  
and Others v Minories  
Finance Ltd and Others  
(FT, November 11)

Subsequent to Gomba Holdings' receivership in 1986/87, the court ordered the receivers to deliver up all documents belonging to the companies within two months. However, the receivers withheld certain documents on the grounds that they were prepared for the debenture holders. MFL in dismissing the companies' motion for an extension of time for

compliance with the order, Hoffmann J stated that ownership of documents was not to be tested by reference to whether they related to the companies' affairs. It was not a claim for discovery, but a proprietary claim, and depended on the capacity in which the receivers were acting when they brought the documents into existence.

Naviera Amazonica  
Pernambuco v Compania  
Internacional de Seguros  
Del Peru  
(FT, November 13)

In a dispute over renewal premiums for insurance on four vessels, the judge at first instance held that the clause to the effect that the "arbitration under the laws of London" was a London arbitration clause governed by English law. However, he also held that proceedings for an arbitration were to be conducted in Peru under a clause which provided that the insured "accepts the jurisdiction of Lima." In allowing the shipowners' appeal, the Court of Appeal held that the parties could not possibly have intended such a complex regime. One only had to glance through the Arbitration Acts 1950 and 1979 to see how the conduct of arbitrations and the courts' powers intertwined. The correct interpretation of the policy was that the seat of arbitration should be London.

The Angelic Star  
(FT, November 17)

The appellant had guaranteed the last six bills of exchange relating to capital and the last five relating to interest in a contract for the building of a bulk carrier. Clause 13 of the loan conditions provided that in the event of default, the loan, "together with all other monies due...shall immediately become payable." After summary judgment was obtained against the guarantor on partial default, he argued on appeal that the clause constituted a penalty. However, the Court of Appeal stated, the mere fact that the capital sum became immediately repayable on a failure to comply with the conditions on which credit had been extended could not constitute a penalty. The public policy rule whereby the courts refused to sanction recovery of penalties was not designed to strike down any more of a law.

## Mr Terry Jones has been appointed financial director of METALRAX GROUP, Birmingham. He remains company secretary of the group, a post he has held since 1984.

\*

## VALIN POLLIN has appointed Mr Steve Tibble and Mr Chris Matthews to the board.

Mr Andrew Anderson has been appointed to the board of SAVE & PROSPER FINANCIAL SERVICES.

## JAPAN INTERNATIONAL BANK, London, has appointed Mr Fusao Iida as director and general manager. He succeeds Mr Yukio Okamura who will be returning to his parent company, The Mitsubishi Bank, in Tokyo.

At the BRITISH FITTINGS GROUP, Birmingham, Mr Brian F. Smith becomes joint managing director with Mr Brian W. Stannion, chairman and joint managing director. Mr Christopher E. Wadsworth has been appointed to the board as an executive director in recognition of his achievements in establishing the five subsidiaries of the group.

## Mr Mark Lewis has been appointed managing director of LANTOR (UK).

Mr Andrew Sommerville has been appointed to the board of PARISI and will become chief executive of Parrish Broking Services. He was an executive director and company secretary of Merchantile House Holdings.

## THE HENDERSON GROUP has appointed Mr William M. McDonald as company secretary.

PLUMB HOLDINGS has appointed Mr Roger Downing as a director, with responsibilities for Plumb Management and new business developments. He was managing director of Hobbs Architects.

## THE HENDERSON GROUP has appointed Mr William M. McDonald as company secretary.

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## COMMODITIES AND AGRICULTURE

## Price support move prompts cocoa surge

BY DAVID BLACKWELL

COCOA PRICES surged in London and New York yesterday on news that the International Cocoa Organisation (ICCO) is next week to hold an emergency session aimed at restoring the operation of its price support mechanism.

The organisation said the meeting was to comprise a business meeting followed by a regular session, which was adjourned on December 4. It will be the fourth time that ICCO has wrestled with the problems of its buffer stock system since it was suspended last June.

The second position contract on the London Fox yesterday closed at \$1,34 a tonne, up \$45 on the day and the highest figure since December 4, when prices nosedived as talk of a buffer stock system was suspended.

Consumers in December sought substantial reductions in both the floor and ceiling prices of the agreement, but producers resisted strongly. Next week's meeting will be discussing not only cuts in the support price, but also a possible withholding of the buffer stock, which could take a further 120,000 tonnes off the market's sharp falls.

Dealers said without some additional measures the market would struggle to reach the 120 cent floor of the ICO price range.

At the same time as cutting the quota, the ICO released export stamps for 1.5m bags of coffee which it had been holding back in case the indicator price dipped below the trigger price of 115 cents a lb in the October/December quarter.

Other factors which boosted cocoa prices yesterday were the strengthening dollar, short-covering in an oversold market, and expected good fourth-quarter grinding figures from the major chocolate producing countries, dealers said.

However, analysts believe that any bull run will encourage many countries, particularly in West Africa, to sell into the market, bringing downward pressure to bear on prices again.

## Farmers plan protest

WEST GERMAN farmers have announced plans for nationwide protests over lower earnings and urged Bonn to combat European Community proposals to cut farm prices.

Mr Constant Heeremann, the Farmers Association President, said it was untenable that farm earnings were continuing to drop in comparison with those of other workers.

Imports for West German farmers fell 1.7 pct in 1987.

The West German Government, president of the European

## Market fall triggers coffee quota cut

By David Blackwell

THE INTERNATIONAL Coffee Organisation has cut its total export quota by 1m bags for the present quarter. The cut, because the ICO 10-day indicator price is below 120 cents a lb, will allow 100,000 market days if the price does not rise above 120 cents lb.

Yesterday's cut - which leaves the total quota at 55.5m bags - helped coffee prices on the London Fox to rise by \$20 a tonne to \$1,255 a tonne. But it had been widely expected, dealers said.

More important factors behind the cut included the recovery of the dollar and attempts to correct an oversold market after last week's sharp falls.

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At the same time as cutting the quota, the ICO released export stamps for 1.5m bags of coffee which it had been holding back in case the indicator price dipped below the trigger price of 115 cents a lb in the October/December quarter.

In the event the indicator price ended last year at 115.01 cents a lb - a level which prompted Brazil, Colombia and Mexico to ask the organisation to go ahead with the cut in the January/March quarter. Mr Jorio Dauter, chairman of the Brazilian Coffee Institute, said the failure of the ICO price to fall below 115 cents on December 31 by "a totally insignificant difference" of 0.01 cent was "more of a statistical freak."

However, the ICO executive board is to meet on Friday at Brazil's request to consider the coffee market situation and the workings of the quota system.

Yesterday's cut is the second since the coffee agreement came into effect at the end of October. The total quota was set at 56m bags - but the first cut of 1.5m bags took place almost immediately. Some analysts argued at the time that a total quota of 54m bags was more realistic.

There will be some redistribution of individual quotas, however, to reflect the production capacity of members.

Malaysia, which has allocated 20.5m tonnes, Thailand 18,000 tonnes, Bolivia 13,761 tonnes, Australia 7,000 tonnes, Nigeria 1,461 tonnes and Zaire 1,786 tonnes.

Bolivia has not been able to produce up to its quota at current prices, whereas Malaysia could produce up to 35,000 tonnes.

There will be some redistribution of individual quotas, however, to reflect the production capacity of members.

## US tobacco growers scent revival in the air

IN THE proud and prosperous state of North Carolina, tobacco roots are deep and well set. "Tobacco" finance in the American revolution, growers boast, and built the roads and schools which allowed other industries to flourish.

Tobacco exports account for two thirds of America's agricultural trade surplus, a state government claims. According to the Tobacco Growers Information Committee, federal and state governments earn 10 times more in taxes from tobacco than the farmers reap in profits.

Yet, the growers say bitterly, there is no appreciation for the crop they claim is "the finest in the world". The industry is besieged by product liability law suits, some of which have ever been lost - and an ever tightening noose of restrictions on smokers.

Every time Congress takes up a budget reduction measure tobacco state lobbyists are called in to bear off new levies. "Those pirates from the Potomac are trying to tax us to death," fumes Mr Reginald Lester, managing director of the Tobacco Growers Information Committee.

A higher road sign near Raleigh, the state capital, expresses the prevalent local attitude towards the federal government. It is upside down and it says, "This sign was planned in Washington".

Mr Rick Apple, president of the Tobacco Growers Association of North Carolina, sits in an easy chair in the spacious family home near the farms he operates with his father in north western Carolina.

"The biggest gripe I have as a grower is hearing the federal government subsidises tobacco... I've paid dearly in the past five years to subsidise my own programme."

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"The biggest gripe I have as a grower is hearing the federal government subsidises tobacco... I've paid dearly in the past five years to subsidise my own programme."

have spurred both exports and domestic and manufacturing use.

For the first time in a dozen years the US Agriculture Department has announced an increase in the next year's production quota.

"We're heading towards zero government involvement."

The revival began in 1987

when the average price of flue

cuts and Datsun have done with cars," Mr Apple says.

The promising portents for tobacco have not obscured the industry's sorry state and smoking trends. "Smokers are more discriminated against than ever by a plethora of state and local ordinances," says Mr Lester.

Last month Congress voted to prohibit smoking on 80 per cent

of all domestic airline flights.

Few tobacco producers readily

acknowledge a link between smoking and disease, and most openly scoff at the notion that secondary smoke can cause problems for non-smokers.

Outsiders preach crop diversification to tobacco farmers, but

according to Mr Apple "that shows their ignorance".

He himself has augmented the family operation by growing Christmas flowers and a brother

has gone into turf grass. But

there is no alternative crop

which will produce the income

tobacco does for both the growers and the rest of the industry.

Mr Apple does see the potential

to 20 to 25 years from now when

Florida's best wall to wall

banannas that North Carolina

may become the nation's leading vegetable producer.

In the meantime the industry

which has deftly waged its battle

to survive over the years is

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## Nancy Dunne reports on a new mood in an embattled industry

It has been a rough five years

for producers since Congress,

under pressure from the anti-

smoking lobby, ordered growers

to pay 20 cents a lb over the

total production cost per tonne

over five years.

At its annual outlook

conference, the Agriculture

Department forecast a favourable

turn in the world tobacco

economy. "Cigarette output," it

said, "is expected to increase,

driven by expanded consump-

tion."

The leaf trade, despite the recent

years' losses, should improve due

to competitive pricing by some

of the major industrialised pro-

ducers."

The cigarette companies have

already purchased more than

half the tobacco in expectation

of rising exports. Encouraged by

market-opening signs in the

Pacific rim and hopeful of

expansion in China, R.J. Reyn-

olds and Philip Morris have built

two new cigarette plants in

North Carolina.

"They're getting ready to do

the rest of the world what Toy-

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cars," Mr Apple says.

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continued on next page

## UNIT TRUST INFORMATION SERVICE







## LONDON STOCK EXCHANGE

## Dollar earning stocks lead fresh advance by equities but auction news hits Gilts

Account Dealings Dates		Last Account	
Option	Dec 5	Jan 4	Day
Dealing	Jan 11	Jan 21	Jan 18
Dealing	Jan 22	Feb 1	
Dealing	Jan 23	Feb 4	Feb 5
Dealing	Feb 4	Feb 5	Feb 15
Dealing	New date dealings may take place from 8.30		
Dealing	two business days earlier.		

THE LONDON stock market, taking its cue from the strong gains in New York and Tokyo overnight, continued to surge ahead yesterday, with a rise to 10 upturn in the US dollar. The lead was given by shares in the major dollar-earning companies, but a substantial increase in trading volume also bore witness to further activity in British Petroleum and British, and in bank stocks, which responded to reports that agreement had been reached with US banks to relieve against overseas loan provisions.

By contrast, however, UK Government bonds fell back, as weakness in sterling was followed by the announcement of a heavy addition to market supply in the form of \$1bn of Treasury 8 3/4 per cent 1995 stock to be auctioned on January 13.

News of a new Gilt stock had been widely expected, but the final outcome was a slight disappointment, both in terms of size and maturity of the issue to be offered in what is the third and last of the experimental bond auctions introduced since Big Bang. The market suffered "quite a flurry" on the announcement, to quote one leading dealer, and final losses ranged more than 1/2 point in the medium dates, which must compete with grey market dealings in the new stock ahead of the auction. Longer dates suffered slightly smaller falls.

The equity market was in strong form throughout the session, and gathered pace as further trends in Europe began to underpin confidence that Wall Street and Tokyo would continue to rise strongly. With the new session on Wall Street bringing an early gain of nearly 40 points, London closed strongly, although off the top.

At best, the FT-SE 100 was 50 points up and within two points of 1800 mark last challenged just before Christmas. By the close, however, the index had settled back to 1789.6, for a net gain of 42.1. The first two trading days of the New Year have brought a recovery of 4.5 per cent to London's equity market as the US dollar has reversed the slide suffered in the Far East while European and US markets were closed over the Christmas period.

Equity turnover of \$585.5m at 5.00pm yesterday was almost double that of Monday's gain in equity value, put at \$8.47m.

The revival of the dollar's fortunes was quoted on all sides as the single most important factor behind the upswing in equities. However, equity analysts also pointed out that the investment institutions, known to be flush with cash, have completed their

year end window dressing operations and, backed by confidence in the outlook for the UK economy, are seeking bargains in the stock market.

Overseas earning stocks, such as Glaxo, Jaguar and British Gas, were all strong yesterday. Improved crude oil prices brought heavy turnover in energy stocks. Revised profit forecasts from British Petroleum, disclosed in view of the closure at 1500 GMT today of the official price support scheme for the partly-paid shares, did nothing to slow the pace of support for BP.

The only weak equity sector was the retail area where doubts over the outcome of the all-important Christmas trading season brought profits downgrading by some brokerage analysts.

Gilt-edged had an uncomfortable session, which ended with some signs of strain as traders viewed the prospects presented by the new stock. Added to the 2.26% of 1995 stock already presents traders with \$3.6bn of this medium dated issue, making it the largest at present on their trading books. Moreover, ten year stocks have proved difficult to sell to UK institutions, and overseas interest has lagged recently.

British shares were a shade easier at 446p, after a record 450p, with Salomon Bros, believed to have been acting on behalf of Atlantic Richfield, thought to have picked up around a further 21.25 shares to end at 21.25 per cent.

The latest appreciation in crude oil prices gave a boost to oil and gas shares. British Gas added 3 1/2% to 315p on a turnover of 16m. Ultramar, helped by a "buy" recommendation from Japanese securities house Nomura, jumped 11 to 185p. Enterprise, amid vague talk that a good drilling report is imminent, added 10 at 268p. Clyde provided one of the day's features with shares showing a backwardation at one point when bid rumours and a stock shortage triggered a sudden and sharp upturn to 118p; at the close the shares were a net 10 higher at 115p.

Beecham were a particularly good market, moving ahead strongly to 481p before settling below the best with a rise of 19 on the day at 474p. Some 3.5m shares were traded.

Buying interest was stimulated by current factors and by a move in the shares well underway during the morning when BP reduced its price forecast made in October owing to lower crude oil prices and the weakening of the dollar. BP said historical profits after tax for the year to the end of December will be in the region of £1.35

bn compared with the previous forecast of £1.45 bn.

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talk that a good drilling report is imminent, added 10 at 268p. Clyde provided one of the day's features with shares showing a backwardation at one point when bid rumours and a stock shortage triggered a sudden and sharp upturn to 118p; at the close the shares were a net 10 higher at 115p.

Beecham were a particularly good market, moving ahead strongly to 481p before settling below the best with a rise of 19 on the day at 474p. Some 3.5m shares were traded.

Buying interest was stimulated by current factors and by a move in the shares well underway during the morning when BP reduced its price forecast made in October owing to lower crude oil prices and the weakening of the dollar. BP said historical profits after tax for the year to the end of December will be in the region of £1.35

bn compared with the previous forecast of £1.45 bn.

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Banks took heart from a report of favourable tax treatment on provisions for third world debts and made rapid progress. Sentsim improved noticeably in the

bank most exposed to the debt problems with Standard Chartered especially favoured and finally 30 up at 495p, after 50p.

Business in the Building sector expanded, notably among second-line issues and prices were quick to respond. Renewed demand on takeover hopes saw Blue Circle rise 8 to 444p, while support following the setting up of a joint venture company with Jones & Shipley of the UK boosted M&G 16 to 449p. MacAngus Phare, building materials at securities house house Coopers Nautilus, is especially keen on the latter and reckons that RMC could reap sizeable benefits from the latest operation. Costain benefited from favourable comment and put on 11 to 284p and Barratt Developments gained 9 to 184p. Magnet continued to rise, despite the absence of the rumoured house raid, and closed higher at 213p.

Currency influences plus the re-emergence of bid speculation gave the Chemicals sector a healthy look. ICI were bought as the US dollar staged another good rally and the close was 1/2 higher at 311p. Laporte advanced 20 to 422p and Allied Colloids gained 8 more to 124p. Gardiner Stores were 18 up at 515p and old takeover favourite E&P & B. Beard rose 10 to 157p. Satellite Speakman gained 10 at 189p and Lucas Industries, Savory and Spencer, were 18 up at 245p. Savory Millers are thought to have revised downwards their estimates, lost 6 to 178p. Stockhouse, where Smith

had lowered its forecast for the current year to \$7.75m. Hanson closed 7% to the good at 365p following completion of the Kidde acquisition and the sale of its Brazilian paint operations, Tintas Ypiranga, to Alcoa NV for \$22.3m. Reed International advanced 24 to 421p in a low volume of trade

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## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

Continued on Page 41



## AMERICA

### Sharp advance continues amid healthy turnover

#### Wall Street

US FINANCIAL markets surged as soon as business got underway yesterday. Investors and traders were responding positively to the dollar's sharp rebound, writes *Janet Bush* in New York.

The Dow Jones Industrial leapt 50 points in the first 15 minutes of trading but it eased back during the rest of the session as profit-taking set in. The index eventually closed near its low for the day, 18.25 points higher at 2,031.50.

Volume was healthy, with just over 210m shares changing hands.

The US Treasury bond market was also given a strong boost by the dollar's rebound, rising about one percentage point in long-dated maturities shortly after the opening.

However, bonds then fell back to a gain of around 1/4 point at mid-session in longer-dated maturities before recovering again towards the close. The US Treasury's 8.875 per cent benchmark issue stood 1/4 point higher in late trading, yielding 8.87 per cent.

The dollar initially extended the gains it made in Japan and Europe in New York trading, reaching highs of Y127.80 and DM1.6335 before slipping back modestly. By the close the dollar looked well-supported above Y126.50 and DM1.6270.

Both equity and bond markets are currently dominated by fluctuations in the dollar. Financial markets have been impressed by the concerted nature of central bank intervention in support of the dollar this week.

Not only have the amounts involved been larger than intervention before the Christmas break, but the banks have ensured their buying is obvious to maximise the impact.

Central banks in Europe and

the New York Federal Reserve continued intervening yesterday, albeit in much more modest amounts than on Monday.

It was clear that they continued to support the dollar while it was rising was regarded as a much more convincing attempt to beat bearish speculators in the currency markets than in recent weeks and was described as a "classic bear trap".

Mr Robert Brusca, economist with Nikko Securities in New York, said the dollar's gain of 1/4 per cent yesterday was strong speculation yesterday that E.I. Holdings would launch a bid for the Group of Seven.

However, Mr Brusca was worried about the extreme volatility in the equity market and expressed concern that share prices had moved higher much too fast to be sustainable.

He said his traders were concerned about 50-point rises taking place within 15 minutes. More steady and sensible buying would be a better sign of the overall health of the market, he said.

Technology stocks were particularly strong during morning trading but, like equities, suffered from profit-taking. Nevertheless, Digital Equipment closed 1/4 higher at \$142.43. Unisys was up 5/8 at \$36 and Gray Research held its early gains to close up 3/8 at \$77.75.

Sterling Drug was the featured stock of the day. It surged \$17.40 to \$74.40 after the news late on Monday that F. Hoffmann-La Roche had launched a tender offer to acquire the company for \$72 a share or \$4.2b.

Substantial buying of Sterling Drug spread to other pharmaceutical companies. SmithKline Beckman jumped \$4 to \$54.40, Eli Lilly was up \$2.40 at \$82 and Merck gained \$2.40 to \$107.50.

The FAZ index closed 14.31, or 3.5 per cent higher at 419.17 in moderate trading.

Cars went into top gear after Monday's reverses, with Daimler up DM1.40 at DM1.573 - a jump of nearly 8 per cent - and Bmw up DM31.50 to DM46.50, a gain of more than 10 per cent.

Mercedes-Benz DM27.40 closed at DM41.70 and Continental, the tyre maker, closed DM16, or 8.8 per cent over the past two trading sessions.

While some analysts expressed lingering doubts over the outlook for the dollar - "the US trade figures, due on January 15, will be crucial", one commented - others believed that the US market could continue to rally even if the dollar's weakness returned.

The value of shares rose by \$8.47bn (\$15.5bn) and a gain of 4.21 per the FTSE 100 index at 1,789.6, representing a 1.75 per cent gain.

Chemicals did well, with Solvay gaining FF1.50 to FF19.70, Oil group Petrofina rose BFr40 to BFr840.

AMSTERDAM moved higher fairly active trading.

Among internationals, Akzo put on F1 4.40 to F18.50 after announcing it had bought a Brazilian chemical company from Hanson Trust of the UK for \$22.3m.

BRUSSELS saw active trading on the first day of the new fortnightly session, mostly by small investors. The Brussels general index rose F3.92 to F702.27.

Chemicals did well, with Solvay gaining FF1.50 to FF19.70, Oil group Petrofina rose BFr40 to BFr840.

MILAN had a thin, shortened session before today's Epiphany holiday. Prices were generally up, with L230 to L84.10 while Montedison gained L47 to L1.248.

MADEID was also boosted sharply with the general share index closing 8.83 higher at 234.43. Market leader Telefonica gained 1.6 per cent points to 17.8 per cent of nominal market value.

STOCKHOLM recovered strongly, buoyed by a fall in Swedish credit market yields as well as international factors.

OSLO rose across the board, encouraged by a strong rise in North Sea oil prices and bar-

gain-hunting.

The CAC General Index gained 8.6 to 233.

The suspension of Pennzoil-Rimaco was focused attention on the food and drinks sector. The company, which announced it would buy back 5 per cent of its share capital, was suspended at FF1.634.

BNB was up FF179 at FF1.420 and Perrier gained FF1.23 to FF1.514, while Moet Hennessy was FF1.89 higher at 212.50.

ZURICH rose strongly across the board, with the Credit Suisse stock index gaining 18.9 to 425.6.

Chemicals were up sharply, with Sandoz jumping SF1.00 to

electronics leader Siemens added DM22.50 to DM36.60.

Borsa had a mixed day with short maturing gains on the food and drinks sector. The company, which announced it would buy back 5 per cent of its share capital, was suspended at DM27.40 while Daimler closed DM16, or 8.8 per cent.

There were strong advances in banking, with Deutsche Bank up DM20.50 to DM39.40 and Commerzbank climbing DM9 to DM123.50.

Insurer Allianz gained 1.1 per cent to DM1.149.

Chemicals saw BASF and Bayer rise DM1.40 each to DM24.30 and DM23.40, respectively, while

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